



2013 Agency Discharge

Replies to the written questions by the EU Agencies Network and individual Agencies

Submitted on 14 January 2015

This document is based on data submitted by each Agency, in case of questions or need for additional information please refer directly to the Agency concerned or to the Coordination under: Coordination-EU-Agencies@fra.europa.eu

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I. Questions answered by the EU Agencies' Network: 1 - 6, 8 - 9, 10, 12, 11, 19, 20, 21 & 27;

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Answer:

In the course of 2014 the following actions, related to budgetary and resources planning, were successfully completed by the EU Agencies Network (hereinafter "Network"), in close cooperation with the Commission services:

- Guidelines and template for the Single Programming Document (SPD), to be used for the planning exercise of 2017. This development reinforces the link between financial and human resources and each specific activity to be carried out by Agencies, by making this approach systematic.
- Considerable progress was made in defining the framework Activity Based Management/ Activity Based Budgeting/ Activity Based Costing (ABM/ABB/ABC) to ensure a common understanding of the principles amongst the Agencies. The Network's working group on ABM/ABB/ABC collected existing practices from all Agencies and launched related surveys that will assist in the definition of toolkits to be used when implementing ABM/ABB/ABC. It is planned to review and approve the related toolkits during the upcoming meeting of the Agencies Network, in February 2015.

Further information related to individual Agencies is provided in Section II.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Answer:

The Network is not aware of any parameter table provided by the Commission to help the Agencies to tackle this issue. The Network is aware that some Agencies have developed tools that could be of help in monitoring the procurement procedures as well as contracts implementation. These have been already presented to individual specialised Sub-Networks (e.g. ICT, procurement, etc.). In this way, each Agency will be able to assess each tool and select the one that better addresses its needs. Furthermore, the survey launched within the Network in December 2014 shows that, out of the 27 responding Agencies, majority (66.7%) has no problems in monitoring the status of procurement procedures and of contract implementation. Only six Agencies indicated that they may have faced some difficulties. Further information related to individual Agencies is provided in Section II.

Question 3. Which measures have been taken by the Agencies to become more visible with the citizens in Europe?

Answer:

The trust of the citizen in the EU institutions, Agencies and bodies is of highest importance to the EU Agencies. The EU Agencies took number of initiatives to increase their visibility towards the public. The individual activities undertaken by each Agency may be consulted in the Section II. In addition, also at the Network level, the engagement with the public continues to increase, with the following activities being finalised in year 2014:

- public panel discussion on EU Agencies within the European landscape (12 March, Vienna Europahaus) – Heads of Agencies (Troika) & representatives of Austrian Ministries;
- the Coordination presented the EU Agencies Network and raised awareness of the role and impact of EU Agencies to the EU Affairs Committee of the German Parliament (7th May 2014) and Italian Parliament / Low Chamber (13th May 2014);
- Dataharvest+ Conference – 9 May in Brussels (Panel discussion & workshop on EU Agencies data sets – with European data journalists);
- EU Agencies brochure, September 2014, in EN, FR & DE (brochure „EU agencies working for you“ is available on FRA’s and many agencies’ websites and sent separately to the Budgetary Control Committee);
- EU Agencies Info stand at the European Parliament - 6 – 8 October 2014;
- 20 minutes radio discussion on the role of EU Agencies at the Austrian radio (ORF/ OE1), 17th October 2014;
- Open Panel Debate “EU Agencies – Getting closer to the citizen”, 17th October 2014 in Vienna – (3 Heads of Agencies, 3 MEPs);
- the Coordination presented the EU Agencies Network and raised awareness of the role and impact of EU Agencies to the COSAC (Conference of Parliamentary Committees for Union Affairs of Parliaments of the European Union) on 2 December 2014, in Rome.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the Agencies? What are the ideas of the Agencies with regard to democratic accountability beyond the regular supervisory structure?

Answer:

The initiatives undertaken by individual Agencies may be consulted in Section II.

The Network would like to emphasise in this context the role of the European Parliament and national Parliaments in increasing the democratic accountability of the EU Agencies. The specialised European Parliamentary Committees follow the work of the relevant EU Agencies. They exchange information with Agencies under their remit, examine their work programmes, engage in closer cooperation with the EU Agencies on an ad-hoc basis, etc. These Committees also prepare the relevant legislative framework, negotiate with the Council of the European Union etc. Moreover, they issue an opinion on the budgetary request of the Agency and its discharge. The role of these Committees could be further reinforced to indirectly increase the input from citizens in setting priorities for the activities of the Agencies. Good practice examples can, for instance, be drawn from by the Committee for Environment, Public Health and Food Safety which appoints since the sixth’s parliamentary term liaison persons for each agency in the remit of the Committee.

In addition, many EU Agencies are forging even closer ties to Member States through focal points in national administrations, national Parliaments and corresponding national bodies (competent authorities). Such vital mechanisms ensure there is a constant dialogue as well as a basis for a strong

working partnership, which guarantees that information is shared and national needs are recognised and addressed.

Finally, the Network will, at its meeting in February 2015, discuss ways to further improve relations between national Parliaments and EU Agencies by enhancing contacts and cooperation. The Agencies will explore the possibilities to inform national Parliaments as widely as possible on their activities and work programme.

Question 5. Which measures have been taken by the Agencies to ensure balanced representation of all stakeholders? What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Answer:

The concrete measures taken by each Agency in order to ensure balanced representation of all stakeholders are presented in Section II. Stakeholders work very closely with Agencies, providing valuable input to the tasks being carried out. This includes helping to steer preliminary preparations, providing feedback on interim and final results as well as aiding in the dissemination and take up of findings. A number of Agencies like FRA, Frontex, EASO, EFSA, etc. have established consultative fora to engage with civil society organisations. Similarly, Cedefop has frameworks of cooperation signed with ETF and Eurofound for sharing of knowledge, research and joint activities and is also in the process of establishing similar arrangements with EU-OSHA. Cedefop, Eurofound and EU-OSHA have a tripartite governing board representing employers, employees, governments and the Commission. Thematic working parties of Member State representatives also ensure that issues of particular concern are tackled directly.

Concerning policies with regard to experts who render their advice in a personal capacity, the Agencies concerned have either specific or general policies that cover experts. These are mostly policies related to prevention and management of conflict of interest.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the Agencies with lobbyists?

The Agencies seek full transparency in their relations with stakeholders, in particular in contacts with lobbyists. It should be noted, however, that only a handful of Agencies are exposed to lobbyists. Due to the nature of Agencies' activities, the majority of them has limited or no contacts with lobbyists. Further information related to individual Agencies is provided in Section II.

Performance

Question 8. To what degree were Agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which Agencies were most affected in this way? What was the consequence on performance for those Agencies in terms of old and newer tasks?

Answer:

A number of new tasks were allocated to the Agencies in 2013 (detailed examples may be consulted in Section II). The current definition of new tasks should be reconsidered. It focuses only on new legislation but does not reflect increase of tasks and/or volume from existing legislation. The Budget Authority should agree upon the extent to which the European Commission, or one of the Institutions, may place new demands on the Agencies without assessing the actual capacity of the Agency to carry

out such demands, and allocating the commensurate human and financial resources to meet new objectives or additional tasks under existing objectives. It is important that adequate resources are allocated to the fulfilment of “new tasks” entrusted to the Agencies. The decisions of the institutions to decentralise or charge out services to the Agencies after the adoption of the MFF 2014-2020 should be accompanied by corresponding resources. All changes in the legislation or other decisions binding on Agencies and with an implication on the Agencies’ tasks should be adequately reflected in the annual budgets and the compulsory review and revision of the MFF 2014-2020.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Answer:

The Network agreed upon a common set of principles for efficient and effective result-oriented management, as well as common guidelines and handbooks on performance measurement systems and frameworks, multi-annual and annual programming documents, key performance indicators, reporting and evaluation tools. Within the Network’s specialised Sub-Network on Performance Development, the Agencies continue to exchange and share information, good practices and methods and make reference to concrete examples on how to improve Agencies’ approaches in measuring and developing their performance, effectiveness and efficiency. The agreed pool of indicators can be used by the Agencies to measure their performance at different levels.

In addition, the Agencies have collectively made significant progress in efficiency gains by developing synergies with other EU bodies, joining inter-institutional tendering procedures, sharing services and best practices among themselves, and, therefore, saving financial and human resources.

Further information related to individual Agencies is provided in Section II.

Question 10: Commissioner Georgieva has undertaken to establish an Inter Institutional working Group on Performance. How will the Agencies Network be enabled to feed in relevant proposals to this work which should establish a commonly understood concept of what constitutes good performance and improved performance in what is actually delivered?

Answer:

The Network currently consists of 42 members (Agencies and Joint Undertakings), which represent significant part of the European institutional landscape. It is essential that the Network becomes a member of the new Inter-Institutional Working Group on Performance to ensure common understanding of the concept of a good and improved performance. In year 2013 and 2014, the Network considerably advanced in this area, as described in the reply to question 9. The Network and individual Agencies have the necessary expertise and experience. Already in 2011, the Network set up a specialised Sub-Network on Performance Development. The objective of this Sub-Network is to assist the Agencies to achieve their objectives, serve the European stakeholders’ needs and be more cost-effective, with emphasis on tools and methods for performance improvement and accountability. Throughout this tool, the Network can contribute to the work of the new Inter-Institutional Working Group, for the benefit of all parties and achievement of best outcome.

Question 11. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities? Have all the externalised activities been subject to a procedure call?

Answer:

The externalised operational activities are governed either by the Financial Rules on procurement or by the individual Founding Regulations. The verification of the performance is done in different ways and through different tools such as progress reports (i.e. interim and final), final acceptance of the

deliverables (i.e. by checking the delivered quality against the terms of the contract), checks and audits in line with the contractual terms, Key Performance Indicators, verification and supervision by interinstitutional groups etc. Further information related to individual Agencies is provided in Section II.

Question 12: Staff cuts which apply to all EU institutions also apply to the Agencies. How has the Commission been ensuring that the newest Agencies which are still in their “growth” phase will have the capacity they need to carry out the tasks allocated to them? As not all Agencies are in the same state of maturity, what allowance is made for this?

Answer:

From the experience of the 2015 budgetary procedure, the Commission’s proposal for the budgetary year 2015 was insufficient to cover the needs of many Agencies. Concrete examples of the shortcomings in the resources allocated in the past to the Agencies by the Budget Authority, and these consequences, are provided in Section II of this document, as well as in the document prepared as a follow-up to the annual exchange of views between EU Agencies and European Parliament’s Budget Committee of 23 July 2014 (see Annex I “EU decentralised Agencies – an overview of core tasks, added-value and resources”).

The outcome of the 2015 budgetary procedure is worrying. This year some Agencies will face serious difficulties in fulfilling their mandate with resources put at their disposal. This is true especially in case of human resources. The staff cuts imposed on the Agencies go beyond the conclusions reached in the Inter-institutional Agreement in December 2013. This agreement set an objective to progressively implement reduction of staff in all EU institutions, Agencies and bodies by 5% over five years. The Agencies not only accepted this reduction, but most have already, although with great difficulty, implemented it in their Multiannual Staff Policy Plans. The budget 2015, however, not only imposes staff cuts for the well-established Agencies that go beyond the agreed 5% target, but also doesn’t ensure sufficient resources to the “start-up” and “new tasks” Agencies. The Agencies emphasise a need to assess the allocation of resources on a case-by-case basis within the corresponding policy areas and budget lines and to consider alternative solutions to the “redeployment pool” approach.

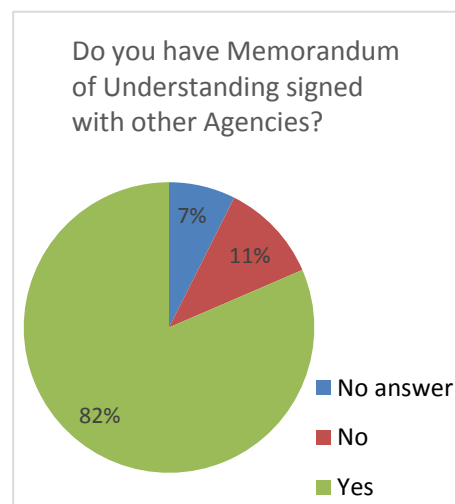
Other comments

Question 19: Which initiatives have been taken to avoid overlap between the works of individual Agencies?

Answer:

The way Agencies cooperate amongst themselves continues to evolve and will intensify further in the coming years to enable them to continue to deliver on their objectives. The Agencies are strongly committed to further increase efficiency. Within the framework of the Network, they continue to expand their already well-established cooperation and share services (e.g. in the areas of IT, policies, procedures, transfer of knowledge etc.).

Furthermore, the Agencies have created an online communication tool that serves as a platform for exchange of information, knowledge and best practices among the Agencies. This platform includes a database of shared services in various areas, references to new initiatives, etc.



The cooperation between Agencies continuously increases also in their respective specialised areas. The survey launched within the EU Agencies Network in September 2014 shows that number of Agencies have already concluded agreements among themselves (i.e. 82% of respondents), often with the involvement of relevant stakeholders, and many new initiatives are expected to be concluded in the near future (i.e. 65% of respondents). To this date, many formal and informal cooperation initiatives emerged, such as:

- Cedefop, ETF, EU-OSHA and EUROFOUND closely coordinate their Work Programmes to ensure synergy. Each year, in the context of the cooperation framework, the Cedefop and ETF draft a joint Work Programme, which is annexed to the Work Programme of each Agency. Respectively, a joint report on the implementation is included in the respective Annual Activity Reports and sent to the EP. EUROFOUND and EU-OSHA engaged in a joint project on a subject at crossroad of both Agencies' thematic remit. With Eurofound, the collaborative agreement establishes information sharing on analytical work, participation in surveys, an annual review meeting and exchange of annual draft programmes. In 2015, being the 40 anniversary of both agencies, Cedefop and Eurofound will organise a joint seminar on Workplace learning and innovative work organisation: a benefit for both employers and employees with EESC in Brussels on 19th November.
- EU-OSHA has established Memorandum of Understanding or frameworks for cooperation with Eurofound, EIGE and ECHA. All these can be found at EU-OSHA's website.
- ENISA holds a place in the Steering Board of CERT EU and has established a MoU with EUROPOL, to avoid overlap of work, and ensure that all possibilities of synergies are exploited, by sharing useful results. The same result is achieved through periodic meetings with other entities, such as JRC at ISPRA, EDPS, EEAS. ENISA supports the Euro Cyber Crime Centre (EC3, EUROPOL) by facilitating their interaction with the CERT community and increasing the capacity of the latter to support the fight against cybercrime, in line with the goals of the EU Internal Security Strategy. Finally, ENISA works together with FRA to support one project in the area of privacy.
- In 2006, the EU Justice and Home Affairs Agencies Network was established and it's currently comprised of CEPOL, EASO, EIGE, EMCDDA, Eurojust, Europol, FRA, Frontex and eu-LISA. The key aim of this Network is to foster bilateral and multilateral cooperation and synergies in areas of common interest, such as strategic and operational work, external relations or training. Its activities want to contribute to operational implementation of EU objectives in the fields of migration, asylum, border management, serious and organised crime, judicial cooperation as well as cooperation with third countries. All JHA Agencies exchange their Annual Work Programmes to ensure that no duplication of efforts occurs.
- In 2011 a Joint Committee, which is a forum for cooperation, was established with the goal of strengthening cooperation between the European Banking Authority (EBA), European Securities and Markets Authority (ESMA) and European Insurance and Occupational Pensions Authority (EIOPA), collectively known as the three European Supervisory Authorities (ESAs). Through the Joint Committee, the three ESAs cooperate regularly and closely and ensure consistency in their practices. In particular, the Joint Committee works in the areas of supervision of financial conglomerates, accounting and auditing, micro-prudential analyses of cross-sectoral developments, risks and vulnerabilities for financial stability, retail investment products and measures combating money laundering.
- ECHA has established Memoranda of Understanding with EFSA, EU-OSHA and EMA in order to strengthen the cooperation and ensure coherence in scientific opinions. In addition, ECHA has established formal rules of procedure for cooperation between ECHA and EFSA.
- EEA meets on a regular basis with other Agencies under the Environment, Public Health and Food Safety Committee (ECDC, ECHA, EFSA and EMA), where relevant issues are discussed.

- EMSA provides support to the border control data exchange Network, EUROSUR, and maritime border control operations, managed by FRONTEX. Requests for (ad-hoc) support have been received from EUROPOL and cooperation with the European Fisheries Control Agency (EFCA) continues.

Question 20: Agencies further improved their procedures by taking corrective action in response to the Court's comments from previous years. Nevertheless, there is considerable room for improvement, as indicated by the high number of comments made in respect of 2013. What future steps will therefore be considered?

Answer:

The Agencies value the Court's comments and take corrective actions. The Agencies are continuously improving their internal procedures in order to maintain high levels of efficiency and quality. Some of the steps planned include sharing of expertise, setting up steering committees, raising awareness on legality and regularity, organising training sessions, etc.

Furthermore, a significant decrease in comments not calling the Court's opinions into question can be observed. The number dropped from 123 in 2012 to 97 in year 2013, affecting 35 Agencies. The figures presented in the Court's summary report indicates a positive trend.

In addition, the Network is seeking to find ways to better understand the way that the Court is performing its audits. The Network invests a lot of efforts to further improve communication with the auditing entities. During the two last meetings of the Directors of the Agencies, the Court and Internal Audit Service participated in a constructive dialog on the current and future challenges of auditing. Further information related to individual Agencies is provided in Section II.

Question 21: When will the Agencies Network be in a position to present a response on behalf of all Agencies on how they have addressed the points raised by the Roadmap which emerged at the conclusion of the work of the last Inter Institutional Working Group?

Answer:

The Agencies are well advanced in terms of implementation of the Roadmap on the follow-up to the Common Approach foreseen for the period 2013 – 2014, in close cooperation with the Commission's services. A first report on the implementation of the Roadmap has been duly submitted to the Parliament and the Commission on 14 January 2014. The Network will provide the Parliament with the follow-up report on the implementation of the Roadmap by the end of February 2015.

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The Agencies are highly committed to promote social accountability and align their operations with it. Just to name a few examples, all contracts signed by Agencies for external services (cleaning, security surveillance etc.) bind the contractors to comply with the local labour and tax legislation. A number of Agencies have developed greening policies to raise staff awareness and achieve compliance with environmental standards. Many Agencies set environmental objectives and targets for activities with significant environmental impact (such as printing, recycling, energy control). The Agencies introduce modern technologies in their operations that bring efficiency gains, reduce the usage of paper and decrease the number of emissions. The Agencies are participating in inter-institutional framework contracts for the acquisition of IT equipment, which foresee eco-friendly equipment as well as eco-friendly destruction of declassified items. It is worth noting that some of the EU Agencies are EMAS (Eco Management and Audit Scheme) registered and have already developed an environmental

management system, subject to their annual planning, with focus on better facilities and running cost of their premises, green procurement proposals, etc.

In addition, the Agencies closely cooperate within the Greening initiative, an informal platform for exchange of good practices. The target of this initiative is to create an environmentally sustainable organisations by reducing the consumption of natural resources and/or pollution through daily work activities.

Further information related to individual Agencies is provided in Section II.

II. Specific answers provided by individual Agencies;

ACER

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

The Agency has implemented a series of measures to improve the budget planning and implementation processes by developing and implementing a set of guidelines to be followed by the actors involved in the budget planning process, as well as conducting regular exercises of appropriations consumption forecast and review, including monthly monitoring and reporting on budget implementation. The monitoring of appropriation consumption forecasts combined with the planned procurement and work programme resulted in a more efficient treasury management giving the Agency a better overview of its resources and consumption patterns. The steps undertaken include upgraded guidelines for budgeting, the enhancement of reporting in the framework of monthly budget implementation monitoring, and an enhanced scrutiny of budget transfers.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: -

Actions taken by the Agency to better manage procurement procedures:

The Agency considered the development of a specific IT tool for planning and monitoring of procurement procedures, with a focus on timing, intermediate steps/milestones and responsibilities for each procedure, but has come to the view that a simpler approach is more cost effective and appropriate for the scale of its procurement operations. Therefore, a detailed Procurement planning and monitoring table has been elaborated. The table is reviewed and updated on a monthly basis. It includes a traffic light system which allows management to identify any potential delays or backlogs and is also linked to monitoring of budget implementation and forecasting. The update of the Procurement plan is presented on a monthly basis to the Coordination and Management Meetings.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Information on the Agency's mission and activities is readily available to the general public on the Agency's website and in press releases and information flashes. Despite the specialised work of the Agency, within its communication actions ACER strives to show the implication of its work for energy consumers. The website also includes a brochure on the work of the Agency in all official EU languages and citizens' summaries (indicating how major Agency decisions or activities impact citizens). The Agency is also striving to enhance contacts with specialised media outlets, as well as to further develop relations with national media, as a means of increasing visibility vis-à-vis the European citizens.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

The Agency publicly invites stakeholders (including citizens) to provide inputs on its Annual Work Programme (AWP). The draft AWP is presented publicly (the event is accessible also by Adobe connect / webstream), and the Agency invites all those interested to provide their views and inputs also in written form. Following the end of the consultation period, the Agency assesses the replies received and, to the extent possible, takes them into account in finalising the Work Programme sent to its Board of Regulators for approval and, later, to its Administrative Board for adoption.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Besides Working Groups, composed of ACER staff, experts from National Regulatory Authorities and the European Commission staff, and which assist the Director on the regulatory activities, the Agency sets up ad-hoc expert groups. The groups provide advice and are established so as to include a broad range of relevant expertise and geographical diversity among their members. Specific criteria (depending on the relevant area of expertise) are defined for the selection of the experts, also in view of ensuring a balanced representation of stakeholders.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

In 2014, following an internal risk assessment, the Agency started a review of its policy on the prevention and management of conflicts of interest on the basis of the relevant Commission's Guidelines on the Prevention and Management of Conflict of Interest in decentralised Agencies of December 2013. The Policy, intended to replace existing Guidelines adopted by the Agency's Administrative Board in 2012, will cover also the Chairs and Vice-Chairs of Agency Working Groups, as well as Task Force Convenors. In line with the Agency's Conflict of Interest risk assessment, experts participating in working groups in which stakeholders are represented will not be subject to the conflict of interest policy, since they have a consultative role in which the experts are expected to express the opinions of the organisations they represent and have no decision-making powers.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Lobbying activities towards the Agency are limited and predominantly take place within institutional frameworks according to set rules, such as the public consultations run by the Agency on individual draft documents or the consultative expert groups in which representatives of various business associations from the energy sector provide their opinions and viewpoints.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

The Agency has revised its internal rules in order further to enhance transparency in its recruitment procedures. Since October 2013, questions for interviews and tests are set before the examination of the applications, the conditions for admission to written test and interviews and for inclusion in the list of suitable candidates are specified in greater detail. Strict measures have also been taken to ensure the anonymity of candidates sitting written tests. The above measures were formalised with the adoption of Director's Decision 2014-06 of 4 April 2014 "Guidelines on recruitment procedures and work of the Selection Committees for the Selection of Temporary Staff and Contract Staff". The Agency has not experienced difficulties regarding the Declaration on the absence of conflict of interests, which have been signed, as required, for each recruitment procedure.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

ACER's answer remains the same as in the fiches included in the document "EU decentralised Agencies – an overview of core tasks, added-value and resources", prepared following the annual exchange of views between the EU Agencies and European Parliament's Budget Committee on 23 July 2014, in Brussels.

Two Regulations have considerably extended the Agency's mandate since its establishment: Regulation (EU) No 1227/2011 on wholesale energy market integrity and transparency (REMIT), and Regulation (EU) No 347/2013 on guidelines for trans-European energy infrastructure (TEN-E Regulation). As concerns specifically 2013, the Budgetary Authority allocated only 5 additional staff members to the Agency for the implementation of the TEN-E Regulation, 9 short of the Agency's estimated needs.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

The new tasks stem from EU legislation.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

The lack of human resources to implement REMIT has been an issue in recent years and will be particularly felt once the new monitoring framework goes live in October 2015 (the Agency estimates that 30 additional staff members would be needed). As concerns specifically 2013, the TEN-E Regulation allocated new tasks to the Agency in the area of energy infrastructure development. These tasks are mainly related to the process to identify Projects of Common Interest, to the development of the Cross Border Allocation methodology, to the exchange of best practices on incentives and to the handling of cross border cost allocation requests as a last resort. Due to a significant discrepancy between resources considered necessary to implement the new tasks (including those related to REMIT) and those available, the Agency has had to amend its Work Programme to reprioritise its activities.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

With respect to the proposed policy to reduce staff in all EU institutions and bodies by 5% by 2018, ACER stresses that since it became operational in 2011, it has been assigned new tasks in the area of wholesale energy market monitoring (by REMIT) and infrastructure development planning (by the TEN-E Regulation), for which 15 additional posts in 2012 and 2013 and 5 additional posts in 2014 were authorised, respectively. In fact, the 5% cut on staff was already applied to ACER when assigned new posts in 2014. As indicated and fully justified in the Agency's MSPP 2015-2017, significant further resources are required for the full implementation of these two Regulations. Sections 1.4 and 5.1 of the MSPP already take into account the efficiency gains which the Agency can achieve in the use of its staff. As a consequence, it is expected that ACER's staff will still grow beyond 2014.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

The performances of externalised activities are verified already during the time the services are being delivered with interim progress reports and at the end of the activity with the final report which must be submitted to the Agency for approval. In addition, according to the general provisions of the contracts, the Agency has the possibility to perform checks and audits which may be initiated during the performance of a contract and during a period of five years which starts running from the date of expiry of the contract.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

All externalised activities have been subject to a procedure call, applying the appropriate procedure respecting the thresholds set by the Financial Regulation.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Answers sent separately.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: EUR 7,827.

The number of staff members that have participated in these events, where they took place and for how many hours:

290 total participants: 1 Away Day in Nova Gorica (55 participants), 1 Field trip to gas company in Croatia (14 participants), 8 Lunch-time presentations in Ljubljana (number of participants ranging from 20 to 35).

List of the above-mentioned events:

9.10.13: Agency Away Day; 9.4.13: Gas field trip to UGS Okoli - Plinacro; 8 Lunch Time Presentations: 18.3.13 - The Regulation on Wholesale Energy Market Integrity and Transparency (REMIT), 23.4.13 - Cooperation with stakeholders, 23.5.13 - Development of the Network Code on Capacity Allocation Mechanisms for European gas networks, 26.6.13 - The development and setting-up of Trans-European Networks for Energy (TEN-E), 4.9.13 - Regulatory Economics, 3.10.13 - Introduction to EU gas trading: A day in life of a gas trader, 11.11.13 - Competition law, 9.12.2013 - Electricity target models: forward, day-ahead and intraday market.

Comments:

Besides the Annual Away Day for all staff, the Agency organised a study visit to facilities closely linked to the Agency's work. It also organised closed lunch-time presentations delivered by ACER staff on technical matters related to the Agency's work and expertise. For this purpose, in 2013 the Agency had to rent meeting rooms (and the related equipment), as it did not yet have adequate meetings rooms within its premises.

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

In 2013 there were four (4) interim staff working at the Agency full time.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest time frame one (1) interim staff was working for the Agency is 36 months, with an average of 18 days per month.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

At the level of Director and Heads of Departments:

1 woman – Bulgarian

4 men – Italian, French, Dutch, German

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 87,720

Costs by provided service - The services provided by interim staff are broken down as follows: One (1) full time interim staff for one (1) year providing secretarial support to the reception area of the Agency, cost in euros: 21,930; One (1) full time interim staff for one (1) year providing secretarial support to Director's Office, cost in euros: 21,930; One (1) full time interim staff for one (1) year providing secretarial support to the Human Resources Section, cost in euros: 21,930; One (1) full time interim staff for one (1) year providing secretarial support to Gas and Electricity Departments, cost in euros: 21,930.

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD14/4
- lowest income grade - FG II/ grade 4/step 3

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Does your Agency have official cars? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

In terms of ensuring an environment-friendly working place, staff is asked to separate trash (i.e. paper, plastic, etc.). The Agency is also collecting used cartridges which are then recycled. With the aim to increase the cost-effectiveness of the working place, the Agency is developing new on-line applications/tools to be used in daily work which will result in using less paper and focusing on electronic filing and archiving.

BEREC

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

The BEREC Office has taken the following actions in 2013:

- in June 2013 revised the procedure for expert reimbursements to reduce payment delays
- provided procurement training to all staff, in order to facilitate the general streamlining of procurement processes leading to signature of contracts and payments
- ensure timely recruitment of positions with impact on financial circuits and appointment of Budgetary Assistant.

The Office also focused on strengthening the role of the monthly budgetary meetings which will serve both in detailed planning and flagging budgetary areas with potential for improvements.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

During 2013 planning was improved and the staff was trained in order to enhance the monitoring of procurement procedures and contracts.

Actions taken by the Agency to better manage procurement procedures: -

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

The BEREC Office published its first Budget and Work Programme for 2013 in a more readable format than in previous years. The delivery was ensured to a targeted distribution list in order to increase the visibility of the BEREC Office.

A Twitter account devised in 2013 is regularly consulted and managed in order to monitor feedback from external stakeholders.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

N/A (The BEREC Office does not have this role)

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

N/A (The BEREC Office does not have this role)

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

N/A (The BEREC Office does not have this role)

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

N/A (The BEREC Office does not have this role)

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

The BEREC Office introduced a recruitment checklist in order to monitor the respect of the recruitment guidelines. Moreover, Selection Committee members are therefore now guided throughout the procedure.

Declarations on absence of conflict of interest are signed by all members of Selection Committees before they take up duties as such.

Additionally, transparency is increased by disclosing the names of the members of the Selection Committee to all candidates participating in the procedure.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

No new tasks allocated directly linked to the BEREC Regulation.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

No new tasks allocated directly linked to the BEREC Regulation.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

No new tasks allocated directly linked to the BEREC Regulation.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

The BEREC Office has taken the following initiatives:

- Shared services (with ENISA)
- Shared IT solutions (with GSA)
- Systematic use of Commission framework contracts instead of launching lengthy procurement procedures
- Attendance to meetings and participation in initiatives organised by the Network
- Revision of internal procedures to lighten workflows and enhance time allocation

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

N/A (No externalised activities in 2013)

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

N/A (No externalised activities in 2013)

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:
5,000

The number of staff members that have participated in these events, where they took place and for how many hours:

20 staff members, Latvia, one day

List of the above-mentioned events:

One team building event in August 2013

Comments:

Teambuilding day organised in 2013 close to Riga (Latvia). All staff was invited.

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

0

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

N/A

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

In 2013, two out of three managers were female – Male: Administrative Manager (EE); Female: Head of Administration and Finance (FR) and Head of Programme Management Unit (FI).

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 360 705.54 EUR

Costs by provided service – 255 280.27 for Secondment of National Experts; 105 425.27 EUR for Contract agents - administrative, advisory, linguistic and equivalent technical tasks (FGIV); executive tasks, drafting, accountancy and other equivalent technical tasks (FGIII); clerical or secretarial tasks, office management and other equivalent tasks (FGII).

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD14, step 1
- lowest income grade - AST1, step 2

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Does your Agency have official cars? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: -

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

Given its limited budget, the BEREK Office is always assessing its budget allocation. In 2013 the BEREK Office decided that the offer of the host country of parking space for its staff members, as provided in the Seat Agreement, was not cost-effective and therefore withdrew from the offer. Thus, the BEREK Office also encourages the use of more environmentally friendly means of transport than private vehicles. An additional measure has been the introduction of paper recycling and a paperless initiative to decrease the consumption of paper. The BEREK Office has also provided for the most environmentally-friendly solution for its lighting (presence detectors)

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

The planning of the budget for staff expenses has been reviewed in-depth for the 2015 and 2016 budgets and a stricter approach has been taken, most notably when forecasting the turnover rate and the fulfilment of the staff establishment plan. The estimates of other staff expenses have also been scrutinized, with the effect that the budget for each item is sufficient for a normal scenario, and that some budget items have a budget for worse-case-scenarios. These actions will improve the budget implementation in Title 1. The calculation of the budget for external translation services has been continuously improved and fine-tuned in the past years, with analyses of changes in outsourcing rates and changes in outsourcing prices following new framework contracts, as well as analyses of clients' forecasts for translation services.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: -

Actions taken by the Agency to better manage procurement procedures: -

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

The Translation Centre has a multilingual website with information in the field of its activity that is regularly updated.

The Translation Centre distributes information material about its activities at different Language Fairs via an interinstitutional network of language services.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

N/A

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

N/A

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

N/A

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

N/A

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Candidates to recruitment must always sign a declaration on the absence of conflict of interests before recruitment. Newly recruited staff must also sign a declaration of confidentiality upon their arrival at CdT.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

No new tasks were allocated to the Translation Centre in 2013. However, a new language was introduced (Croatian), with a team of 4 translators. CdT received a considerable amount of pages for translation into Croatian from the Council of the European Union.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

N/A

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

N/A

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Efficiency gains are measured through strategic and department indicators which are regularly reviewed (quarterly, mid-term and end of year reviews). In 2013 the Translation Centre reorganized its internal structure, switching from five to four Departments in order to gain in efficiency. Also, a new language team was built (4 translators) without increasing the establishment plan as these posts were created through an optimization of CdT's internal structure. Furthermore, CdT uses as much as possible Commission's tools (Sysper II, MIPS, ABAC) which enable redeployments or cancellation of posts.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

CdT outsources:

- translation of documents and Community trade marks which are revised and assessed in-house;
- activities linked to the IATE database. The performance verification is done by the interinstitutional IATE Management Group, supervised by the interinstitutional committees CCT, ECT and ICTI;
- several IT functions. The performance is verified by in-house staff.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer: All the externalized activities have been subject to a procedure call.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Answers sent separately.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: 800 €.

The number of staff members that have participated in these events, where they took place and for how many hours:

150 members of staff at each event.

List of the above-mentioned events:

See comments.

Comments:

Two debriefing meetings on the Centre's Management Board meetings, they were attended each by 150 staff members (80% of the staff) with a total cost of EUR 800.

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

In 2013 agency staff working at the Translation Centre was equal to 4.75 FTE.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest time frame in 2013 was 12 months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

In 2013 two managers out of five were women.

1 Director, woman, Lithuanian (01.01.-30.06.2013), German (01.07.-31.12.2013)

1 Head of Department, woman, Belgian

3 Heads of Department, men, French, German and Belgian

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – EUR 1.562.093,38

Costs by provided service - IT staff (consultants on a framework contract): EUR 1,385,965.71,

Agency staff: EUR 176,217.67

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD14
- lowest income grade - Lowest: AST 1 / FG II

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Does your Agency have official cars? Yes. The translation Centre has one official car that is used for professional purposes by the director and for missions by members of staff.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: 1

Question 24. Which rules are in place for the private use of these cars?

Answer: -N/A

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -N/A

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: N/A

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The Translation Centre is part of the Luxembourgish official recycling scheme; it also buys green energy as of 1 January 2014. When moving to its new premises end of 2013 the Translation Centre has introduced a centralised printing system managed by "a secure access card" that has allowed important savings as regards printed pages.

CEDEFOP

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

Cedefop's 2013 budget rate of implementation was at 99.7 % like previous year.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: -

Actions taken by the Agency to better manage procurement procedures:

The European Court of Auditors report on Cedefop's 2013 budget did not contain any remarks and all recommendations from previous years have been closed.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Cedefop's web portal (www.cedefop.europa.eu) was redesigned with the intention to change significantly Cedefop's online presence. The new site, online since 12 November 2014, uses leading technology to provide a solid foundation that enables the agency to grow its online information well into the future. It showcases Cedefop's content to its stakeholders and European citizens in a more dynamic fashion introducing more visuals such as data visualizations and more multimedia elements like videos clips and podcasts.

To ensure all visitors gain quick and easy access to Cedefop's extensive content, the new website adopts a modular approach on the way information is organized: main entry points are e.g. themes, publications and resources, events and projects, news and press and country specific data. Interactivity will also be encouraged by means of discussion lists, comments and surveys thus bringing users and Cedefop's experts closer.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer: -

Not relevant for Cedefop's activities

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Not relevant for Cedefop's activities

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Answer:

Agency's policy on conflict of interest with regard to experts:

Not relevant for Cedefop's activities

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Not relevant for Cedefop's activities

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Cedefop's recruitment procedures are regularly audited. Three procedures were run in 2013 and all selection board members signed declarations on the absence of conflict of interest.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

New tasks in 2013 included:

- a) Employer survey on skill needs, to investigate the changing skill needs of enterprises and what generates differences across countries, occupations and enterprises. This is an additional task Cedefop was entrusted with by the European Commission (the initiative came from the Council resolution of 15 November 2007) as a result of a successful pilot survey Cedefop carried out in 2012 in nine countries. The methodological development, project management and analysis were entirely provided by Cedefop staff but no additional human resources were granted to the Agency.
- b) Validation inventory. To support implementation of the Council Recommendation on validation of non-formal and informal learning adopted in December 2012, the European Commission asked Cedefop to assume a coordination role in assessing countries' progress in

the establishment of national systems for the validation of non-formal and informal learning. This also required broadening the scope of the following Cedefop activities:

- the annual report on the development of National Qualifications Frameworks in Europe, to reflect, in addition, developments of national validation systems in 36 countries (growth of existing task);
- take responsibility for the regular updating (every 2 years) of the European Inventory on validation of non-formal and informal learning (new task); and
- regularly update the European Guidelines for validating non-formal and informal learning (growth of existing task). Analytical and methodological work for this activity was entirely carried out in-house but no additional financial or human resources were granted to Cedefop.

c) Support implementation of the European Alliance for Apprenticeship formally launched by the Commission in July 2013.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Answer:

Requests from the European Commission endorsed by the Governing board were based on related legislation e.g. the Council's Recommendation on validation of non-formal and informal learning adopted in December 2012, the Council resolution of 15 November 2007 and the Council recommendation of 22 April 2013 on establishing a Youth Guarantee.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

Answer:

The new assignments were not accompanied by additional human or financial resources. This led the Centre to look for further increased efficiency gains and setting negative priorities e.g. downsizing existing activities which nevertheless did not make up for the additional tasks which resulted in additional burden for the Centre's staff.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Cedefop has been operating a Performance Measurement System (PMS) since 2009. The PMS measures project, activity and organization-level performance. It helps Cedefop manage and evaluate its impact, efficiency, effectiveness and relevance in line with its mission and objectives.

Indicators are used to measure whether the results in terms of (for example) efficiency are achieved. For example, the 'duration of selection procedures' indicator gauges the efficiency of selection procedures (within the constraints of the regulatory framework) and serves to identify bottlenecks and corrective measures as appropriate. Similar indicators (gauging timeliness and success rate) exist in the areas of procurement, budget execution etc.

A review of the PMS currently explores the use of qualitative indicators to enrich performance measurement.

In connection with the horizontal budget cut of almost 5% for the period 2009-2013, Cedefop systematically explored scope for efficiency gains through:

- expenditure reduction on mission and translation costs (2010);

- review of the meetings process to improve further efficiency in budget planning and execution related to meetings (2012);
- increased use of video conferences to reduce mission cost;
- automation of administrative processes, including on-line application systems for traineeships (2009), procurement (2009), recruitment (2011) and publication/translation workflows (2012);
- review and documentation of procedures (2011/2012);
- internal redeployment of staff from, e.g. translation to operational activities (most recently in 2013 and 2014).

At the end of 2013, a working group on staff data was set up to investigate further efficiency gains in the area of data collection for planning, monitoring and reporting. These results were made available at the end of 2014 and will be implemented in 2015.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

The compliance of deliverables and the performance of the contractors are checked by the project managers against the terms of reference of the contracts.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

All externalised activities are contracted by procurement procedures.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

The Acting Director (from 1 January to 15 October 2013) and the Director (from 16 October to 31 December 2013) did a total of 18 missions, for a total duration of 50.6 days and a total cost of EUR 17 671.

Period: 1 January to 15 October 2013			Period: 16 October to 31 December 2013		
Missions	Duration (days)	Total cost (EUR)	Missions	Duration (days)	Total cost (EUR)
1	5.0	1,289	1	3.3	1,189
2	2.9	1,271	2	4.4	1,531
3	1.9	1,147	3	1.3	738
4	1.3	919	4	5.0	1,606

5	3.5	1,320	5	1.0	259
6	1.4	425			
7	5.3	1,364			
8	1.8	689			
9	4.2	1,188			
10	1.4	812			
11	1.5	524			
12	0.5	249			
13	4.9	1,150			
Total	35.6	12,348	Total	15	5,323

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency was EUR 900.

The number of staff members that have participated in these events, where they took place and for how many hours:

36 staff members participated in these events, held in Thessaloniki for 8 hours.

List of the above-mentioned events: -

Comments:

One away day event was organized for one Area in Thessaloniki in 2013:

- 30 staff;
- 8 hours per staff;
- EUR 30 per staff;

Another away day was organized for one of the services in 2013:

- 6 staff;
- 8 hours per staff;
- No expenses;

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

Cedefop does not employ interim staff.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

Not applicable.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

Cedefop is actively committed to equal opportunities during recruitment and employment. Cedefop reports on gender equality and distribution in its Multi-Annual Staff Policy Plan and in the Annual Activity Report.

On 31/12/2013 the overall gender balance at Cedefop was 58% female to 42% male. Women are well represented at all grades. At middle management and service-management levels, the gender distribution was 50:50. At senior management level 1 post was filled by a man while the other post was vacant. At AD level in general, 43% were women. This is in line with the target set at the Commission for 2014 (“Women on boards- Factsheet 4”).

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Types of service	Costs
Finance and Procurement	EUR 259 484
General support and Facilities	EUR 329 112
Human Resources (HR)	EUR 96 867
Information Communication and Technology (ICT)	EUR 117 990
Operational	EUR 527 137
TOTAL	EUR 1 330 590

Total costs – EUR 1 330 590

Costs by provided service: described in the table above.

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 14 (Director), AD 10 for middle managers, AD 7 for senior experts
- lowest income grade - AST 2 for AST Temporary Agents, AD 5 for AD Temporary Agents (experts) and FG I for Contract Agents

Other comments

Question 19: Which initiatives have been taken to avoid overlap between the works of individual agencies?

Answer:

Cedefop closely coordinates its Work Programme with ETF and EUROFOUND to ensure synergy and no overlaps.

Each year, in the context of the cooperation framework, the Centre and ETF draft a joint Work Programme which is annexed to the Work Programme of each Agency. Respectively a joint report on the implementation is included in the Annual Activity Reports and sent to the EP. Cedefop and ETF have further systematised their cooperation to maximise the benefits for their respective mandates through *knowledge sharing seminars*, collaboration in the area of qualifications development and the implementation of common EU instruments, incorporation of the 2012 reporting progress of candidate countries, as part of the follow up to the Bruges Communiqué on enhanced European Cooperation in Vocational Education and Training. For the period 2014-2017 the two agencies will focus on work-based and work-placed learning, skills mismatch and anticipation, innovation in VET as well as cooperation on communication strategies and library services.

A Collaboration agreement was signed between Cedefop and Eurofound in December 2006 and was renewed in January 2014 to ensure further collaboration between the two agencies on information sharing on analytical work and ongoing research, participation in surveys carried out by the respective agencies, cooperation on information and library services. The two agencies also organise one annual review meeting and exchange of draft Work Programmes before their approval by the respective administrative/governing boards.

Question 20: Agencies further improved their procedures by taking corrective action in response to the Court's comments from previous years. Nevertheless, there is considerable room for improvement, as indicated by the high number of comments made in respect of 2013. What future steps will therefore be considered?

Answer:

The European Court of Auditors report on Cedefop's 2013 budget did not contain any remarks and all recommendations from previous years have been closed.

Question 21: When will the Agencies network be in a position to present a response on behalf of all agencies on how they have addressed the points raised by the Roadmap which emerged at the conclusion of the work of the last Inter Institutional Working Group?

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Does your Agency have official cars? Yes, two cars but there are no official cars including drivers for personal use only.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

Not applicable – see answer 22.

Question 24. Which rules are in place for the private use of these cars?

Answer:

Not applicable – see answer 22.

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

Not applicable – see answer 22.

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Not applicable – see answer 22.

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The multiannual facilities Work Programme ensures a cost-effective maintenance of Cedefop's premises. Energy costs are recorded annually and energy consumption is monitored and controlled through a Building Monitoring System (BMS). Savings in electricity and heating oil consumptions have been already achieved (-4% in electricity and - 20 % in heating oil from 2011 to 2013) and following this year improvements, more savings are expected for 2014 onwards. Recycling practices are well established and staff environmental awareness is raised through the Administration newsletter.

A project group on green initiatives was appointed in December 2013. Its work has resulted in a Cedefop Environmental Policy and an action plan for 2014-2015 which will result in a Cedefop Energy Management System (EMS). Environmental performance targets will be established in the areas of energy efficiency, water use, waste management, material efficiency, nuisances and green procurement.

CEPOL

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

CEPOL is committed to further improve budget planning and implementation by continuing the following measures: weekly and monthly reports on budget implementation to the management and staff, paying special attention to carried over funds; training sessions for the framework partners organising courses under the grant agreements in order enable them to improve the budget planning and respect of budgetary principle of annuality; regular in-house trainings organised on general finance related matters and specific topics, e.g. de-commitments, carry forward; a close monitoring of all outstanding commitments during the year, combined with a further improved analysis of the carry over process aiming to a further decreased level of the carried over funds.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

Although we do not have a problem with monitoring the status of procurement procedures and contract implementation, this does not mean that it cannot be made more efficient. CEPOL is using XL/Word tools; these kinds of tools are highly flexible but not automated to remind about deadlines/ceilings reached.

Actions taken by the Agency to better manage procurement procedures:

Since 2013 CEPOL's Procurement Plan has been completed with additional elements, so that the management can be alerted when contract ceiling is reached and/or the contract duration expires or the contract is due for renewal. Additionally the adopted 2013 Procurement Plan includes the following milestones: deadline for presenting an initial description of the procurement (e.g. needs, requirements, market situation, foreseen technical, financial and legal setup of the contract); deadline for drafting the tender specifications; deadline for launching of the procurement procedure.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

CEPOL website clearly states that the European Police College is an EU agency dedicated to providing training and learning opportunities to senior police officers on issues vital to the security of the European Union and its citizens. The results of CEPOL's work are made public via the Annual Report published on the website. In order to make the information more accessible, a video summarising CEPOL services and results has been published on the website under the » Who we are » The European Police College » About us section. The key documents are translated into EU official languages.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer: N/A

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

The Governing Board of CEPOL is made up of one delegation from each Member State. The members of the Governing Board are usually directors of national training institutes. The Governing Board is chaired by the representative of the Member State holding the Presidency of the Council of the European Union. Representatives of the Commission and of the General Secretariat of the Council of the European Union and Europol are also invited to attend the meetings. Members of the Governing Board may be accompanied by experts.

The Governing Board may choose to establish ad hoc Working Groups composed of experts selected via an open competition based on merits. The selection of the training experts participating in delivering courses and seminars is the mandate of the course organisers from the Member States.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

Considering the nature of its activity and specific context in which it operates, CEPOL has a low degree of exposure to the risk of conflict of interest. However, in light of the Guidelines on prevention and management of conflicts of interest produced by the Commission under the Common Approach, CEPOL made a review of the arrangements in place and developed a specific conflict-of-interest policy adopted by Decision of the Governing Board in November (33-2014-GB). The policy is applicable to CEPOL staff as well as to other stakeholders directly collaborating with the CEPOL but not employed by the CEPOL such as: Members of the Governing Board, Members of the Working Groups/Audit Panel or other bodies established by GB Decisions, National Seconded Experts, Experts such as Module Advisors and Educational Experts, trainees, persons employed under private contracts, contractors working for the Agency. All those who this policy is applicable to, will have to sign a declaration of interest providing information on direct or indirect interests of relevance to the mission of CEPOL.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer: N/A

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

As a standard practice, the staff members participating in recruitment panels are required to sign a Declaration of Absence of Conflict of Interest and Confidentiality. These declarations are maintained in the recruitment master file and provided as supporting documents to the internal and external auditors, when necessary.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

The European Police Exchange Programme which is annually implemented since 2011.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

The European Police Exchange Programme is stipulated in the “Stockholm program”.

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

Since no dedicated funding has been approved for running the European Police Exchange Programme, efforts were taken to tailor the programme in such a manner that it can be implemented to the best extent within the existing subsidy, while accommodating significantly increased interest from the Member States.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

CEPOL took the opportunity offered by the European Commission providing accounting officer services to all EU agencies to reduce administrative expenses. After discussions held in 2013, the proposal to outsource part of the accountancy to the Accounting Services of the European Commission has been approved by the CEPOL Governing Board and the appointment of Commission Accounting Officer as CEPOL Accounting Officer was made starting April 2014. In addition CEPOL has signed Working Arrangements with several other Agencies, incl Frontex, Europol, Eurojust, eu-LISA and EIT.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer: N/A

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer: N/A

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Table was sent to the indicated functional mailbox.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

n/a

The number of staff members that have participated in these events, where they took place and for how many hours:

n/a

List of the above-mentioned events:

n/a

Comments:

n/a. In 2013 CEPOL did not organize any away days and/or closed conferences for its staff.

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

CEPOL used 8 interim employees in 2013.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest period an interim employee worked at CEPOL has been 19 months (10 of which in 2013). The average period of employment of interim staff is approximately 6 months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

Per 31 December 2013 (heads of unit and higher) there are 4 men and 2 women as following: Hungary -2, Germany – 1, Latvia - 1, Italy - 1, Netherlands – 1

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 740 839 Euros

Costs by provided service - CA - 363 820 Euros; SNEs - 277 273 Euros; Interim Staff - 99 476 Euros

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - Temporary Agent - AD13
- lowest income grade - Contract Agent - FG-I

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

CEPOL has introduced flexitime and teleworking arrangements for its staff. Starting with 2014 CEPOL relocated from Bramshill, UK to Budapest, Hungary. The Hungarian host provided CEPOL with a newly refurbished building free of charge for the next 10 years in terms of rental fee, utilities and security costs.

EASA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency taken to improve budget implementation:

The Agency performs a continuous monitoring of the budget implementation. On a weekly basis each Authorising Officer receives a report on the budget implementation and the payments status. On a quarterly basis a year end closing forecast is performed and the plans are re-assessed accordingly.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

No major difficulties experienced by EASA.

The monitoring is done through several tools (xls. based):

- Tender and low value procedures monitoring charts – procedure main parameters and milestones - for all high/low value procurement procedures
- Contract monitoring chart - all high value direct / framework contracts main parameters, amendments
- Commitment and Invoices Monitoring Tables – follow-up information on the payment / commitment status

The overall performance is monitored through the established Key Performance Indicators (KPIs) reflecting the overall results based on the launched/completed procedures status.

Actions taken by the Agency to better manage procurement procedures:

Procurement centralisation

Given the growth of the Agency in the last years and aiming at standardisation of the procurement practices and implementation of a successful purchasing strategy, all procurement transactions at a value above 1000 EU were centralised to be managed by the Agency's Procurement section.

Procurement Procedures Planning

This planning is initiated in the last quarter of the preceding year (with an intention of earlier initiation in the future) and regularly updated during the year.

Regular meetings between Procurement and the operating departments are being held to address any changes in the annual planning, timely handle any new procurement needs and to provide support in any issues related to the contracts management (validity monitoring, performance, amendments)

A comprehensive procedures monitoring chart is used for reporting/monitoring purposes.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

The Agency has developed a number of initiatives in order to increase visibility vis-à-vis the European citizens:

- The Agency website has been completely revamped in 2014 in order to facilitate the navigation for the user's.
- An electronic newsletter describing the activities of the Agency has also been launched.
- The Agency has adopted a transparency programme that supports the proactive disclosure of information to the public on the website where possible. This further improves access to the Agency's output and results.
- Furthermore, the Agency is actively engaging with the citizens through social media with more than 40.000 followers on Facebook and 20.000 on Twitter.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

The EU industry has a permanent advisory group both within the EASA Management Board and the EASA rulemaking groups.

Moreover, all EASA rulemaking activities are subject to public consultation where the citizens can express their views. Following the EASA Rulemaking process, the rulemaking proposals are published on the EASA website in the form of a Notice for Proposed Amendment (NPA) and open to all citizens for comments during a certain period of time. All comments received together with the EASA reactions to them are also published on the EASA website in a Common Response Document (CRD). This document will be used by EASA as a basis to deliver its final proposals for future EU rules.

In particular, the Agency has recently carried out a first public consultation on the upcoming modification of the EASA Basic Regulation to be carried out in the course of 2015 and which will set up the priorities for the Agency activities for the future. Further consultation will follow.

Furthermore, in general, every citizen can propose topics for EASA rulemaking activities through a rulemaking enquiry form available on the EASA internet.

Question 5. Part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

- The industry permanent advisory body of the EASA Management Board: the EASA Advisory Body (EAB)

The list containing the names of the members of the EAB represented in the EASA Management Board which identifies the sector they represent is published on the EASA website: <http://easa.europa.eu/system/files/dfu/List%20of%20EAB%20Members.pdf>

The sectors represented within the EAB were established by the Decision of the EASA Management Board establishing this body and the persons and associations representing those sectors at the EAB have been selected by the EASA Management Board following the EAB Terms of Reference (ToR) with the view to ensure a fair and exhaustive representation of all relevant persons and organisation which are subject to the EASA Basic Regulation and its implementing rule, including small and medium size companies.

- The industry permanent advisory body of the EASA Rulemaking Groups: the Safety Standards Consultative Committee (SSCC) and its Subcommittees

The SSCC and its Subcommittees are composed of members from organisations, associations, representing those industries, professions and end user groups subject to the EASA Basic Regulation and its implementing rules, EASA certification specifications or guidance material. According to the EASA Rulemaking Procedure established by the EASA Management Board, the SSCC is established by the EASA Executive Director taking account of the requirement to balance representation with efficiency. The composition, number and domain of the Subcommittees is revised from time to time to adjust it to developments in relation with the remit of EASA and the evolutions of the industry.

According with the SSCC Rules of Procedure, the SSCC and its Subcommittees shall provide EASA with advice on the content, priorities, and execution of the EASA Rulemaking Programme. SSCC members shall undertake to reflect the viewpoint of their representatives and are expected to represent positions based upon their technical knowledge as subject matter experts that balance the interests of public safety, the EASA regulatory programme and the business interests of the groups they are affiliated with.

However, in order to ensure its independency, EASA is not bound by any advice given by the SSCC and its Subcommittees. The final decision is always an EASA own Decision.

You can find further details under:

<http://easa.europa.eu/easa-and-you/aviation-domain/partnerships/consultative-bodies>

The list of the SSCC and its Subcommittees is published on the EASA website and can be found under:

http://easa.europa.eu/system/files/dfu/plenary%20SSCC%20members%20%20list%20for%20publication%20as%20at%2015%2004%202014_0.pdf

Please see also in this regard the reply given to Question 4.1.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity? Which is the Agency's policy on conflict of interest with regard to experts?

Answer:

The code of conduct for the staff of EASA, addressing conflict of interest, is equally applicable to the experts. The latter as defined in the code are subject to annual declarations of interest.

Moreover, as regards the cooling off period, EASA is fully compliant with the obligation of Article 16 of the Staff Regulations and all staff including experts leaving the Agency is required to complete the appropriate form.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Please see replies given to Questions 3.1., 4.1. and 5.1.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

All Selection Board Members sign the form "Declaration of absence of conflict of interest and respect of confidentiality", prior to the commencement of a selection procedure. This is also underlined in the "Recruitment Guidelines for Selection Board members" (UG.HR.00125-001), which is sent to all Selection Board members: A Selection Committee should always pay attention to the following principles during its work:

- Transparent procedures, in line with the rules and principles set out in the Staff Regulations and the relevant Implementing Rules of the Agency
- Uniform and strict application of the essential requirements stated in the vacancy notice
- Equal treatment of all candidates

Therefore, once appointed and prior to its proceedings^[1], Selection Committee members are asked to sign a "Declaration of absence of conflict of interest and of confidentiality.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

Answer:

As indicated in the EASA individual fiche prepared as the follow-up to the hearing on budget 2015 in the BUDG Committee (see attachment), the actions/activities stemming from the founding regulation or any other applicable legal acts that would be mainly affected in 2015 by cuts in the staffing plans are the following ones financed by Fees & Charges:

1. Certification of aeronautical products
2. Monitoring of continuous airworthiness
3. Support to certification of EU products in EU Member States

In the field of initial certification of aeronautical products, EASA will have to deal among others in 2015 with 5 new major certification projects (e.g. Airbus 320 Neo). The responsiveness of the Agency to the industry's need should be considered crucial. The increase of number of projects and not increasing, or even reducing, the number of staff will inevitably lead to prioritisation of projects to the detriment of the industry. In parallel, this may also cause financial consequences to the related applicants e.g. delays in deliveries etc. Regarding continuous airworthiness activities, tasks ensuring the safety of aircraft upon its certification during its entire lifecycle, the impact of not having sufficient resources may be backlogs and delays in the analysis of the reports received and in ensuring timely follow up and actions to ensure safety, unless other activities are reduced.

Other certification related services are also subject to the available resources, for instance the Certification Support for Validation (CSV) of EU aeronautical products in non-EU countries. In case of constraints imposed on the EASA participation, this would lead to delays in acceptance of European products in non-EU countries, with negative impact on industry's delivery schedule.

It must be noted that the Agency made a significant effort to revise its staffing requests. The number of requested total posts for 2015 (693 TAs) is significantly lower than the 742 posts proposed in the EASA Multiannual Staff Policy Plan (MSPP) 2014-2016. Moreover, the number of fee-financed posts (463) proposed by the Agency for the DB 2015 is equal to the number already approved in the 2014 Budget by the Budgetary Authority. No increase has been requested for this kind of posts in 2015.

For further details, please refer to the EASA fiche included in the document "EU decentralised Agencies – an overview of core tasks, added-value and resources", which was prepared following the annual exchange of views between the EU Agencies and European Parliament's Budget Committee of 23 July 2014.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

The following efficiency measures among others have been taken in 2013:

- Office space optimisation in order to assure proper use of all the available space
- Constant revision of the mission budget in order to keep the level as low as possible
- Renegotiation of certain suppliers contracts
- Certain recurrent meetings with external stakeholders were reviewed and proposals were made to increase efficiency and reduce its number
- An e-recruitment module is operated since 2013 to develop efficiency of recruitment processes
- Implementation of a project- and invoice grouping for major applicants

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

The majority of EASA externalised activities are those EASA technical activities outsourced to the National Authorities and some Qualified Entities. All those actors are subject to an accreditation process and on an annual basis are subject to an audit in order to assess the technical and administrative capabilities.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes both the National Authorities and the Qualified Entities are selected based on a public tender.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Answers sent separately.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

The number of staff members that have participated in these events, where they took place and for how many hours:

List of the above-mentioned events:

Comments:

Answer:

- Team building events

EASA supports team building events which are organised and financed in the context of General Training, which means their attendance is mandatory and the time spent on such event is considered working time. These events have a clear objective to smoothen work processes and increase the overall efficiency of the respective team.

Number of events: 4

Number of staff participating: 57

Location: Cologne or immediate proximity of Cologne

Duration: 1,5 days each

Total cost: € 35,613.11

- All staff meetings

Number of events: 2

Duration: 0,5 days each

Total cost: around 10.000€ each

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

A total of 16 interims worked at EASA in 2013.

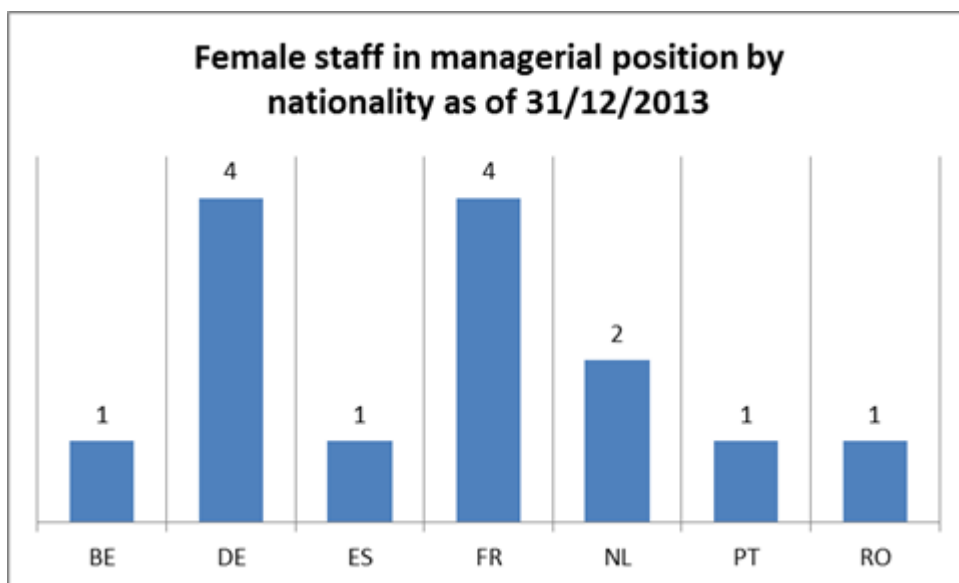
Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

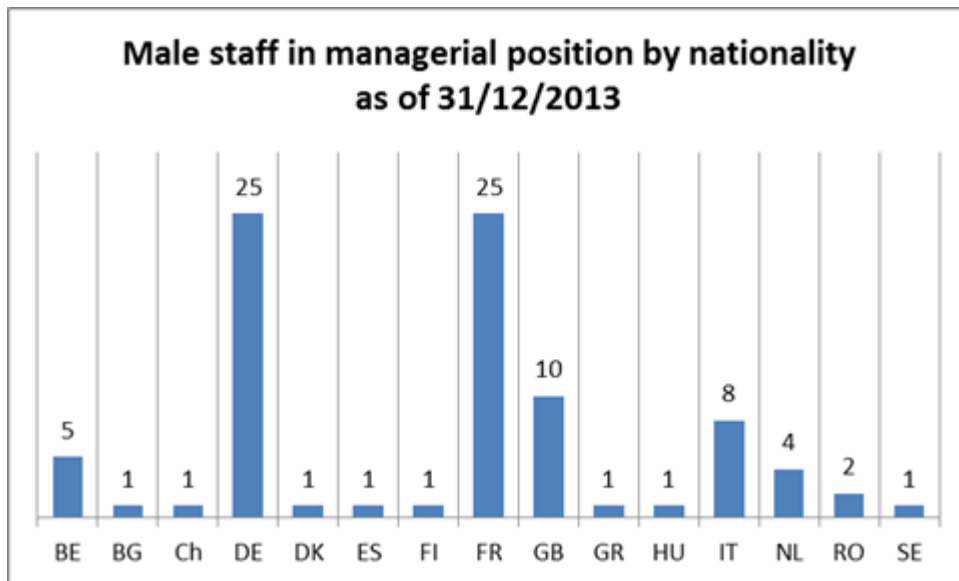
Answer:

The maximum time that an interim has been working for EASA has been three years (in line with the respective EASA Work Instruction).

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:





Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Total costs

Costs by provided service

Answer:

Type	2013 actual costs (€)
Interims	682,626.01
Seconded national experts	729,721.15
Contract Agents	3.16 Mio

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

- highest income grade
- lowest income grade

Answer:

The lowest income grade granted to employees at EASA is CA GF III 8.1 and the highest one is AD 15.6

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official cars?

NO, therefore, Questions 23,24, 25 and 26 are not applicable to EASA

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

Question 24. Which rules are in place for the private use of these cars?

Answer:

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

EASA actively manages its cost effectiveness and environmental impact.

Processes are regularly reviewed by an ISO 9001 certified integrated management system, internal targets are set annually to achieve efficiency gains in specific areas.

The Executive Director has initiated a project with the objective to ensure an environmentally friendly workplace by reducing EASA's environmental impact and raising environmental awareness. The project team monitors consumption and emissions indicators and takes initiatives to improve environmental performance.

EASA is also participating in the programme "Ökoprofit Köln". This programme constitutes a low cost introduction to environmental and energy management systems with the aim to reduce the impact on the environment of local businesses and organisations.

Finally, it should be mentioned that the decision to move the Agency to a new headquarters in 2016 was based largely on expected benefits in terms of process efficiency, cost reduction and environmental performance.

EASO

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

EASO is constantly developing further its programming and monitoring tools in order to ensure an improved budgetary implementation. In 2013 EASO elaborated a comprehensive approach on planning, including activities, budget and staff, which was later adopted. Planning of procurement has been further improved (see question 2) and a task force on budget execution was established in 2014.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: -

Actions taken by the Agency to better manage procurement procedures:

EASO adopted specific management tools to monitor procurement procedures and contracts' implementation. Procurement plans and contract monitoring tables are updated weekly by the procurement team. Monthly reports are sent to each Unit with the state of play of on-going procurement and contracts in place.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

In 2013 EASO has taken a number of initiatives to increase its visibility with the citizens and contribute to the building of a European public sphere. Among other things EASO developed its visual identity to improve the visibility and public recognition of EASO; created, developed and constantly upgraded its website whilst striving constantly to make it more interactive, transparent and user-friendly; Issued over 25 publications in English, a total of 81 publications when including all language versions, 14 press releases and a monthly newsletter. 15 interviews with prominent members of the press were held and 4 press conferences were organised. An EASO communication multipliers network in Member States was set up and close relationship with strategic members of relevant media organisations was developed. EASO promptly replied to queries addressed by journalists and EU citizens.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

Through the public consultation channels established by EASO (<http://easo.europa.eu/easo-consultative-forum/easo-consultative-forum/>) citizens and civil society have the opportunity to comment on EASO's Annual Work Programme and the Annual Report on the Situation of Asylum in the EU during the drafting process and on the Annual Activity Report after it is published. These documents are made available online on the EASO website together with instructions on how the comments can be made. All suggestions made by citizens and civil society are taken into consideration by EASO. To increase democratic accountability, agencies should make drafts of their key planning documents, as well as the Annual Activity Report and other financial documents, available on their website for comments and suggestions by citizens and civil society, as is the case for EASO.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

In November 2011, EASO set up its Consultative Forum, which is open to all interested organisations, bodies and persons in accordance with the EASO Regulation. Interested parties irrespective of size or financial backing are given the opportunity to contribute to EASO's work. EASO uses various methods to consult with citizens and civil society while promoting openness and transparency. As outlined in the Consultative Forum Operational Plan, a flexible framework allowing for specific ad hoc consultations has been put into place.

In 2014, EASO started a procurement process for a framework contact on services delivered by academics and private experts. The procedure is on-going.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

In 2014, EASO started a procurement process for a framework contract on services delivered by academics and private experts. The procedure is on-going. In line with the procurement procedures, members of the evaluation committee are requested to sign the declaration of absence of conflict of interest.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

N/A - EASO has no contacts with lobbyists.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

EASO acts in accordance with its Recruitment Policy which encompasses general provisions of the Staff Regulations and Implementing Rules adopted by the Management Board of EASO. Following the nomination of the Selection Committee by the Appointing Authority and prior

to the assessment of the applications, each member signs a declaration on confidentiality and absence of conflict of interest. A Selection Committee member will inform Human Resources if he/she may have a conflict of interest, or have what could be deemed to be a conflict of interest with respect to the assessments of any of the candidates submitted to the Selection Committee for evaluation. Once any information is received, Human Resources will inform the Appointing Authority.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

During 2013, EASO was still a start-up agency. New tasks were allocated to EASO by virtue of the Dublin III Regulation (Art. 33) that came into force in January 2014. In line with these new tasks EASO has been requested to play a key role to provide information and analysis about flows of asylum seekers to Member States and the latter's preparedness to deal with such flows, to provide advices to the Commission and to provide operational support to Member States that are under an Art.33 procedure.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

New tasks were allocated to EASO by virtue of the Dublin III Regulation (Art. 33) that came into force in January 2014.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

Albeit being fully complementary with its current work and foreseen in the EASO Regulation, the implementation of these new tasks necessitate additional human resources (mainly statisticians and analysts).

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Efficiency is measured in relation to the fulfilment of the performance indicators established in the Annual Work Programme. As indicated in the Annual Activity Report 2013, the agency has been very efficient in reaching its objectives set out in the Work Programme 2013, with most of the activities implemented.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Most of the EASO activities are carried out internally by its staff. Only a limited number of activities are externalised, and when this happens, the process is done via a transparent tender procedure, which is also available on the EASO website. Performance indicators are included in such contracts.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Answers sent separately.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

0

The number of staff members that have participated in these events, where they took place and for how many hours:

0

List of the above-mentioned events:

N/A

Comments: -

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer: 15

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

In 2013, the longest contracts of interim staff were of six months and some of them were renewed.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

EASO applies an equal opportunities policy and accepts applications without distinction on the grounds of gender. In EASO there are only 5 management positions (including the Appointing Authority). Four of them are currently occupied by men and one is vacant (a selection procedure is ongoing).

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – € 779,495.08

Costs by provided service - € 494,244.02 Operational (SNEs and CA). € 285,251.06 Administration (CAs)

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD14
- lowest income grade - FGI

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Does your Agency have official cars? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The design of the facility is cost-effective in a way to optimize the use of the space, to allow for the easy relocation of staff and to provide comfort for staff members and visitors. The work spaces are planned around the needs of the employees with equipment such as printers and copiers being placed at strategic points for the ease of all staff. The premises benefit of a high amount of natural sunlight, and so the energy consumption for lightening is reduced. A paperless working environment is encouraged. The corridors are automatically lit; the security guards are instructed to patrol the workspaces after staff have vacated the building to ensure that all air conditioners and lights are off; during long vacations all electrical appliances and equipment are switched off.

EBA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency taken to improve budget implementation:

- Improved, detailed planning with all actors, including regular review and escalation of issues;
- Improved internal reporting, with automated updates to intranet reports accessible by all actors;
- Improved financial templates, to facilitate utilisation by operational actors;
- Early focus on year-end and carry over procedures;
- Regular training on finance and procurement procedures;
- Clarification of roles and responsibilities.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

The EBA has experienced some difficulties with monitoring of contract ceilings. These have been addressed by:

- Clarification of roles and responsibilities;
- Improved use of ABAC for monitoring, where possible;
- Implementation of specific Excel-based tool for monitoring all ceilings, with automatic update from ABAC;
- Planning specific contract management training for 2015.

Actions taken by the Agency to better manage procurement procedures:

The improvement in ceiling monitoring has led to improved planning of the timing of procurement procedures.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

In June 2013 the EBA updated its website, featuring a more user-friendly navigation and easier access to information, based on user feedback.

In 2014, the focus of the EBA communications and outreach work increasingly moved towards the EU-wide stress test. Activities covered the preparation, publication and follow up for the release of results. To facilitate understanding of the stress test itself, the EBA developed a series of multimedia tools, such as infographics and videos, which were uploaded on the

website ahead of the publication of the result. On this occasion, the EBA Twitter account and YouTube channels were also launched to disseminate the information around the stress test and the multimedia material developed around it.

In line with its multilingual policy, the EBA continued to translate its Guidelines and Recommendations into all the EU official languages.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

EBA's activities are determined by the legislative and regulatory programme devised by the European Institutions and is answerable to the European Parliament – therefore MEPs have a role in determining its priorities – and by the powers given to it under its founding Regulation.

The EBA also consults its Banking Stakeholder Group, whose Members include consumers and users of financial services, when devising its Work Programme, including suggestion for priorities.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

In accordance with Article 37 of the EBA regulation, the EBA's Banking Stakeholder Group is composed of 30 members appointed to represent in balanced proportions credit and investment institutions operating in the Union, their employees' representatives as well as consumers, users of financial services, academics and representatives of SMEs.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

As for external experts, Article 12 of the EBA's Banking Stakeholder Group (BSG)'s Rules of Procedure governs the policy on Conflicts of interest which requires any BSG member whose participation in the BSG's deliberations would raise a conflict of interest relating to his/her position and/or role in a specific entity/body to inform the BSG Chairperson and abstain from discussing the specific item.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

The EBA ethics guidelines include a section on dealing with lobbyists and gifts/hospitality. These guidelines are communicated to all staff as part of their induction. The guidelines include the requirement that all meetings with stakeholders and lobbyists be recorded and that EBA hierarchy be informed of them.

In the case of the Chairman and Executive Director, a full list of their engagements, including meetings with external stakeholders, is published on the EBA website.

As part of the process of developing technical standards and guidelines, the outcome of public consultations is published on the EBA website, providing transparency on the source of input and on how this has been taken account of.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

In view of the Article 11a) of the Staff Regulations and Article 11 of the CEOS all members of the selection panel have to declare a potential conflict of interest and sign a declaration of the conflict of interest before the short listing meeting for each selection procedure.

In line with the same articles, selected candidates fill in a questionnaire which aims at allowing the Appointing Authority/Authority Empowered to Conclude Contracts of Employment (AA) to identify potential or actual conflict of interest in relation to the specific position offered and the appropriate measures to be adopted, if any. Once the AA has finalised this form, copies are transmitted to the candidate, HR, and to the candidate's direct manager.

The names of the members of the selection panel are communicated to the application in the acknowledgement of receipt of application.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

The Capital Requirements Regulation and Directive published in the OJ in June 2013 contained considerably more mandates to the EBA than those in the EC's original 2011 proposal, including the coordination of a Single Rulebook Q&A process on the practical implementation of the CRR/CRDIV. The accompanying fiche financiere was not expanded to provide for the additional mandates to the EBA. EBA also received mandates under European Market Infrastructure Regulation, Credit Rating Agencies Regulation, proposed 4th Money Laundering Directive, Central Securities Depositories Regulation, envisaged Bank Account Directive, Mortgage Credit Directive, the then envisaged (Banking) Recovery and Resolution Directive, proposed revised Deposit Guarantee Schemes Directive and the envisaged Packaged Retail (Insurance) and Investment Products Directive, which were not accompanied by a Fiche Financiere.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Answer:

From the Capital Requirements Regulation and Directive (published in the OJ in June 2013). It contained considerably more mandates to the EBA than those in the EC's original 2011 proposal, including the coordination of a Single Rulebook Q&A process on the practical implementation of the CRR/CRDIV.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

Answer:

For some Mandates (such as Technical Standards) under the Capital Requirements Regulation and Directive – CRR/CRD IV, the EBA sought an extension from the Commission of the deadline by when it had to deliver, given the complexity of the mandates, the need to duly consult stakeholders including its Banking Stakeholder Group, and perform due Impact Assessment considerations.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

The EBA has implemented a Portfolio Management Tool to manage, monitor, track and prioritise tasks and resources in the EBA's Work Programme. The EBA prioritises its engagement in colleges, such as a thematic approach in respect to the smaller banking groups, and making greater use of risk analysis data and tools. Substantial investments and efforts have also been put into standardising and automating the process for data collection, quality checking and exploitation, even with limited resources. The success of the EU-wide stress test and the supervisory reporting regular data collection have benefitted from these efforts. Further efficiency gains can come from the development of new tools. The EBA will also strive to achieve efficiency gains through the work of the Joint Committee of the ESAs on cross-sectoral policy issues.

In the administrative area, the EBA is working to improve the efficiency of workflows and processes through automation and improved tools.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Verification of performance is assured through the contractually agreed arrangements to evaluate the quality of delivered products and services.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer: Yes

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Destinations	Days	Mission cost EUR
Brussels	1	401
Brussels	3	1,050
Paris	2	832
Frankfurt	1	694
Budapest	2	1,225
Brussels	2	139
Basel	3	1,079
Brussels/Frankfurt	3	1,889
Frankfurt	3	1,051
Dublin	2	863
Brussels/Bonn	2	970
Berlin	2	1,146
Brussels	1	854
Dublin	1	448
Dublin	2	654
Brussels	1	463
Frankfurt	1	771
Switzerland	3	1,222
Frankfurt	1	696
Paris	2	780
Paris	2	857
Brussels/Lisbon	4	1,595
Brussels	2	721
Vilnius	3	857
Frankfurt	1	676
Rome	2	1,313
Basel/Brussels	4	1,508
Budapest	2	1,026
Brussels	1	388
Brussels	2	698
Paris	2	689
Brussels	1	569
Milan	5	809
Porto	2	454
New York	4	5,480
Brussels	2	716
Hong Kong	5	7,601
37	82	43,182

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff

members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

0

The number of staff members that have participated in these events, where they took place and for how many hours:

0

List of the above-mentioned events:

n/a

Comments:

No such events were held in 2013.

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

EBA engaged 29 interims in 2013 of which 16 in IT and 13 in administration.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

In 2013, some interim staff were employed by the EBA for the whole year.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

	Position			Gender		
	Total by position	Senior managers	Heads of Unit	Total by gender	Female	Male
British	3	1	2	3	1	2
French	2	1	1	2	2	
German	2		2	2		2
Hungarian	1	1		1		1
Irish	1		1	1		1
Italian	3	1	2	3		3
Slovak	2	1	1	2	1	1
Total	14	5	9	14	4	10
Female	4	1	3			
Male	10	4	6			
Total	14	5	9			

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Service Type	EUR
Administrative	352 807
Operational	986 457
Grand Total	1 339 264

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 15
- lowest income grade - AST 1

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: n/a

Question 24. Which rules are in place for the private use of these cars?

Answer: -n/a

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -n/a

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: n/a n/a

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

EBA has an all-encompassing approach to sustainable development and the environment. These two aspects were key elements when designing the new office fit-out. A number of

steps has been taken to ensure that the EBA office is eco-friendly: waste management, efficient energy management, intelligent paper consumption. EBA management is aware that employee engagement in energy efficiency and carbon reduction is paramount to help change behaviour in the workplace, to reduce unnecessary energy consumption and cut our organisation's carbon emissions - efforts are made to ensure that the environment and sustainability area big part of office and facilities management.

EBA is committed to:

- understanding, reviewing and controlling the range of environmental impacts arising from management of its premises
- setting environmental objectives and targets for activities with significant environmental impact (such as printing, recycling, energy control)
- monitoring and improving the environmental impact of our business travel
- ensuring that we comply with UK and international environmental legislation

ECDC

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

As part of the roadmap, agencies through their network have worked on exchanging practices on further developing Activity Based Budgeting and Activity based Costing, as well as developing performance indicators, including indicators on the budget execution; this is one of the common indicators for all agencies for the assessment of the Director by the Management Board.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: N/A

Actions taken by the Agency to better manage procurement procedures:

The procurement procedure processes have been reviewed in 2014. The procurement process is now divided in 4 distinct phases. The focus has been put specifically on planning and monitoring. Dedicated cross agency monthly monitoring review meetings are now established as part of the procurement management and control system. The tasks are monitored in one common tool used by all actors in ECDC. ECDC has not received a parameter table from the Commission.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

In ECDC's health communication strategy, as defined most recently by the Centre's Management Board in the ECDC Multi-Annual Strategic Programme for 2014-2020, the general public is not one of ECDC's main target audiences. However, through an active press work we are reaching a substantial number of European citizens. With our strong presence in social media, we also reach out to segments of the European citizens, although the prime audience is public health professionals and policy makers. We are producing communication toolkits aimed for various public health campaigns by the Member States. The countries are free to adapt the material as they see fit, but most countries keep the ECDC logo to add credibility.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

ECDC is dedicated in providing excellent scientific advice within the areas of its mandate. To fulfil its mission, ECDC has already established an extended network of academic, research, as well as national competent bodies and organisations with which cooperates and consults. Since 2012 ECDC has also used public consultation process of some of its deliverables to increase the overall transparency of the production of scientific advice in general, ensure the engagement of relevant stakeholders as well as the general public and to provide a further level of assurance that all relevant scientific information and views are considered in the production of ECDC's scientific advice. An example of a recent public consultations can be viewed at the link:

<http://www.eurosurveillance.org/ViewArticle.aspx?ArticleId=20777>

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Agencies have conducted a survey through their network on stakeholder consultations (tools and methods) to involve stakeholders in the planning process and use of feedback for improvement of the services and products which are used through different ways by all agencies.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts: n/a

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

ECDC frequently receives requests from the pharmaceutical industry, and particularly vaccine manufacturers, to meet with their representatives. Such meetings provide an opportunity for the Centre's experts to learn about new developments in drugs and vaccines against infectious diseases. To address these needs, for several years ECDC has been organizing regular meetings with Vaccines Europe (<http://www.vaccineseuropa.eu>), an industry association which represents major innovative research-based vaccine companies operating in Europe. Summary notes from those meetings are posted on ECDC's Web Portal. Taking into account the initial experience from these meetings ECDC has been finalizing a procedure on interactions with the pharmaceutical industry.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

The ECDC recruitment process follows the Staff Regulations and related implementing rules (common to all Agencies). If the question refers to successful candidate's Declarations of

absence of interests, the ECDC uses the forms from the Commission. The ECDC had no problems in obtaining completed forms from candidates. If the question refers to obtaining Declarations of absence of conflict Interests from selection committee members, these were always duly completed.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

In November 2013 European Parliament and Council Decision 1082/2013/EU on serious cross-border health threats entered into force. This Decision did not change the mandate of ECDC as defined in its Founding Regulation. Nonetheless, it is anticipated that the further strengthening and intensification of cooperation between the Commission and Member States envisaged in Decision 1082/2013 may increase demand for risk assessment and technical support from ECDC in the area of its mandate (threats to human health from communicable diseases). The renewed EU-level focus on exchange of information and best practice in the area of preparedness against health threats implied by Article 4 of the Decision, and the need to adapt the Early Warning and Response System on public health threats (EWRS), which ECDC operates on behalf of the Commission, could also be anticipated to create additional work for ECDC. As at the end of 2013 it was too soon to quantify the extent of any additional work load.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

n/a

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

n/a

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Since 2013, ECDC is reviewing its processes in order to simplify them and clarify the roles of all actors. We are in the process of establishing electronic workflows which will allow us to measure and improve the time needed for these processes. Currently, such measurements are not possible.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

All externalised activities have been subject to procedure calls. Both operational and financial performance of these externalised activities are monitored. The staff members in charge of the operational delivery are responsible to assess the quality and timeliness of the services/supplies delivered and their alignment with the tender specifications and terms and conditions. The procurement section makes sure that the activities ECDC chooses to externalise are externalised in a timely manner and according to the rules. Finally the finance section ensures that the financial performance is according to the objectives of the Centre in terms of level and timeliness of commitments and payments. In addition ex-post internal verifications focus each year on specific parts of ECDC operations.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes, all externalized activities have been subject to a procedure call.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

IN TOTAL: 31 Missions, 48 Days and 24,306€

Mission title	Destination	Days	Total cost of the mission
Council Budget Committee	Brussels	1.5	822 €
Bilateral meetings with MEP's	Brussels	1.5	700 €
Country Visit to Spain	Madrid	1.0	912 €
Network of heads of EU Agencies	Brussels	1.0	670 €
Meeting with the MB Chair	Paris	1.0	847 €
Speak at the RIVM	Bilthoven	1.0	1,141 €
Country visit to Austria	Vienna	1.0	779 €
International day for fighting infection	Verona	1.0	1,194 €
Meeting with ENVI chairman & ENVI agencies	Brussels	1.0	253 €
Country visit to Italy	Rome	1.0	882 €
TB networks meeting	The Hague	1.0	664 €
heads of agency networks	Brussels	1.0	319 €
Country Visit Slovenia	Ljubljana	1.0	966 €
h7n9 Conference in Beijing	Beijing	1.0	3,255 €
Meeting with Prof. Gunnar Kahlmeter w/Director	Vaxjo	2.0	629 €
Dutch ministry of health	The Hague	2.5	845 €
Meeting with Angus Nicoll (combined with MO.586)	London	1.0	122 €

Appraisal of the Director	Copenhagen	1.0	527 €
WHO Regional Committee for Europe	Izmir	4.0	988 €
Country Visit to Hungary, Budapest (combined with MO.571)	Budapest	2.5	0 €
ENVI Hearing	Brussels	1.5	942 €
Annual European Health Forum - Gastein	Gastein	4.5	1,505 €
Meeting with MB Chair	Paris	3.5	647 €
Heads of agency networks	Valenciennes	2.5	1,207 €
EAAD & Global burden of disease	Brussels	1.0	918 €
NDPHS Conference	Helsinki	1.5	503 €
Dutch government in the EP, Berlaymont and the Permanent Representation	Brussels	1.0	788 €
LUKEX - Federal crisis response exercise	Bonn	2.0	898 €
Health security committee (combined with MO.776)	Luxembourg	1.5	0 €
Excellence in Paediatrics conference	Doha	1.0	382 €
		average	total
		1.6	24,306 €

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The total cost in 2013 for away days, closed conferences or similar events for staff in the Agency:
26,706 EUR

The number of staff members that have participated in these events, where they took place and for how many hours:

In 2013 the ECDC had a one day retreat regarding the ECDC Strategic Multi-Annual Programme for all staff (320 staff, 8 hours). It took place close to the ECDC premises. Three more retreats with duration of 8 hours respectively including a total number of 22 staff took place. The total cost for these retreats was 26,706€.

List of the above-mentioned events:

- In 2013: the ECDC Strategic Multi-Annual Programme for all staff;
- Three more retreats with a total number of 22 staff.

Comments:

None

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

On average 22 interims worked in ECDC in 2013 (to cover for absent staff members, vacant posts and temporary high work load).

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest period (on different assignments) is one interim for three years.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

In 2013 the gender balance in management posts (Heads of Units/Deputy Heads of Units/Heads of Sections) was 31% women and 69% men.

	male	female
Belgium	2	1
Estonia		1
Finland		1
France	3	1
Germany	3	2
Ireland		1
Italy	4	
Netherlands	3	
Poland	1	
Portugal	1	
Spain	1	
Sweden	3	2
UK	1	1
	22	10

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs –5,643,175.61€

Costs by provided service - Contract Staff is mainly employed in administrative support functions (secretaries, assistants (in finance, HR, procurement, legal etc)).285,000 EUR

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 14

- lowest income grade - Contract agent FG I

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Zero cars were provided by ECDC for personal use only. ECDC has one official car that is used for official duties only. The cost for the driver, fuel, insurance and maintenance of this official car in 2013 totalled 41.428 € and the cost of the depreciation of the car in 2013 was 8.027€.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

ECDC has one official car for the agency. The car is used to transport the Director, VIP guests and other staff members when needed in service. The driver also collect and deliver official documents to the Protocol department at the Ministry for Foreign Affairs, and Postal Office.

Question 24. Which rules are in place for the private use of these cars?

Answer:

The ECDC official car is used for official use only.

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

The driver's schedule is always planned in advance, including transfers of Director and VIP guests to and from airport, if needed on a weekend.

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

The ECDC driver does not run any private errands.

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

Of the four buildings ECDC is occupying at the moment, two were built in the late 19th and early 20th century. Therefore overall energy efficiency of the premises is not comparable to a modern building. We are purchasing items, in the furniture and office supplies areas, showing an eco-label as much as possible: recycled paper, paper or furniture coming from FSC woods, eco-friendly stationery items. As the lease for the current premises will expire in May 2018, one of the criteria for new premises is that they are sustainable and energy efficient (at least meeting the eco-standard BREEAM "Very Good" or higher).

ECHA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency taken to improve budget implementation:

Each delegated Authorising Officer has a budget implementation target in their personal objectives and receives monthly budget implementation report.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Actions taken by the Agency to better manage procurement procedures:

Well documented procedures, handbooks and checklists of which the usefulness has recently been confirmed in the ISO 9001 certification audit. ECHA has undertaken a project to increase the efficiency of the procurement and contract management related processes.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

ECHA's main means of communication is its website. The constant improvement of the website has always been high on the agenda. In 2013, the Agency established a dedicated citizen-oriented webpage "chemicals in your life" [<http://echa.europa.eu/chemicals-in-our-life>] which is its central entry-point for information of relevance to the general public. Furthermore, following its legal obligation to provide data on the properties of chemicals that have been registered with ECHA, the agency has a dissemination portal. Whilst the information is currently more geared to the informed reader, in 2015 a revised version of the dissemination portal will provide information in a format developed with stakeholders and useful to the lay person, namely through so-called "brief profiles". ECHA runs annual satisfaction surveys with its customers, including – for instance, just recently – a survey of its website readers to gauge the feedback both from specialised audiences as well as from its general readership.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

Transparency and open decision making are at the core of the governance of the Agency. Only recently ECHA's Management Board adopted a transparency approach paper which gives an overview of the Agency's initiatives in this field.

During the conception phase of the Agency's first strategic plan (Multi-annual Work Programme 2014-2018) a public consultation took place, in 23 languages, which allowed the public at large to provide input with regards to ECHA's priority setting. Public consultations also take place in most scientific decision-making processes of the Agency.

Three stakeholders' representatives appointed by the European Commission also take part in the meetings of the Management Board, ECHA's highest decision-making body.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Before stakeholder organisations can participate in the work of the Agency, they go through a process of Accreditation. Organisations will be accredited if they meet four simple criteria:

1. They are legally established within the EU/EEA and have activities at the EU level;
2. They have a legitimate interest in ECHA's areas of work;
3. They are representative in the field of their competence;
4. They are non-profit making and do not exclusively represent individual companies.

Once accredited, they are invited to participate in a variety of ways: providing feedback, providing strategic input to ECHA's planning at an annual workshop, testing new products, jointly producing material (guidance, web content, publications), attending and presenting at workshops and events, presenting their work to ECHA's staff, participating in a communications network, and observing the Agency's key decision making meetings.

Before they can participate in the formal meetings, they must meet an additional fifth criteria:

5. They are registered in the Register of Interest Representatives maintained by the European Commission (in case they wish to participate as observers in the Committee and Forum meetings of ECHA).

Stakeholders are invited to indicate which bodies and networks' meetings they would like to be involved in. Due to a limited number of seats and to ensure a balanced representation of different stakeholder sectors, observers are selected from the list of interested stakeholder organisations.

The now eighty Accredited Stakeholder Organisations represent many interests – including those of industry workers, consumers and interest groups that focus on the environment, human health and animal rights and welfare.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

The Committees and the Enforcement Forum of ECHA are manned by experts nominated (RAC, SEAC) or appointed (MSC, BPC, Forum) by the Member States. As a result, the large

majority of experts appointed to work in the Committees are public officials. To avoid potential conflicts of interest, the Agency applies eligibility criteria for all members of the Committees and the Forum and requires all members to declare potential conflicting interests on an annual basis and during each meeting. Finally, all experts adhere to a code of conduct and sign declarations of commitment and of confidentiality.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

ECHA engages closely with its stakeholders because, by collaborating together, we can be more assured of the success of the legislation. Before stakeholder organisations can take part to formal meetings of the scientific committees of the Agency as observers, they go through a screening process. One of the criteria to obtain accreditation with the Agency foresees that the organisations need to be registered in the Commission's Transparency Register. ECHA publishes the list of all Accredited Stakeholder Organisations on its website and also publishes the names of the invited organisations for each committee. ECHA advises also that members of the scientific committees should abstain from meeting lobbyists, which can nevertheless be received by the Member State Competent Authorities.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

At the beginning of each process, all the Selection Committee members declare the possible conflicts of interest they might have with respect to candidates. The Executive Director assesses if there is a possible conflict of interest. If the conflict of interest is recognised, the Selection Committee member does not take part in the assessment of the candidate or can be replaced on the panel.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

ECHA became operational in implementing the Biocidal Products Regulation in 2013, however new resources were allocated to it. ECHA was also preparing for the entry into operation of the Prior Information Consent (PIC) Regulation during that year using the resources allocated to ECHA for this legislation.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

n/a

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

n/a

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

During 2013, ECHA put a focus on awareness raising among staff around the issue of efficiency. The theme of the annual corporate day was efficiency improvement and a staff competition for efficiency proposals was organised. An Efficiency Development Programme was prepared for initiation in 2014.

ECHA also adopted four strategic objectives. The 4th strategic objective is to "Embrace current and new legislative tasks efficiently and effectively, while adapting to upcoming resource constraints". ECHA would set a specific model for its measurement, aiming to measure the output of the Agency. The model would be based on the number of final decisions/opinions produced by the operational activities of the Agency.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

ECHA has in place a contractors' performance monitoring table which has received positive feedback from the ISO 9001 certification auditors as an adequate tool to control the quality of the outsourced processes.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

In addition to procurement related contracts for externalised activities, ECHA has also established some Service Level and Administrative Agreements with the European Commission.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Destination City	Destination Country	Departure	Return	Duration (days)	Total Costs
Brussels	Belgium	13/2/2013	14/2/2013	2	1,125.67 €
Budapest	Hungary	31/1/2013	1/2/2013	1.5	840.42 €
Ottawa and Washington D.C.	Canada and United States	23/02/2013 26/02/2013	25/02/2013 01/03/2013	2.5 4	3,836.82 €

Brussels	Belgium	20/2/2013	21/2/2013	1.5	959.09 €
Dublin	Ireland	19/3/2013	22/3/2013	4	1,205.15 €
Brussels	Belgium	8/3/2013	8/3/2013	1	1,139.14 €
Brussels	Belgium	8/5/2013	8/5/2013	1	439.30 €
Brussels	Belgium	23/4/2013	25/4/2013	2.5	1,122.80 €
Joensuu	Belgium	7/6/2013	8/6/2013	2	386.20 €
Brussels	Belgium	28/5/2013	30/5/2013	2.5	1,232.60 €
Brussels	Belgium	2/6/2013	3/6/2013	1.5	1,007.38 €
Brussels	Belgium	16/6/2013	16/6/2013	1	686.05 €
Brussels	Belgium	26/6/2013	27/6/2013	1.5	1,203.58 €
Brussels	Belgium	8/7/2013	8/7/2013	1	1,048.20 €
Oslo	Norway	22/8/2013	23/8/2013	1.5	419.98 €
Darmstadt	Germany	3/9/2013	4/9/2013	1.5	324.06 €
Prague	Czech republic	29/8/2013	30/8/2013	2	675.36 €
Valletta	Malta	2/10/2013	4/10/2013	3	1,035.37 €
Brussels	Belgium	12/9/2013	13/9/2013	1.5	748.25 €
Valenciennes	France	15/10/2013	17/10/2013	3	754.75 €
Brussels	Belgium	9/10/2013	10/10/2013	1.5	1,225.18 €
Riga	Latvia	13/11/2013	14/11/2013	1.5	557.56 €
Brussels	Belgium	28/11/2013	29/11/2013	2	638.55 €
Tampere	Finland	6/12/2013	7/12/2013	1.5	398.32 €
TOTAL 24 MISSIONS				42 DAYS	23,010€

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:
118,000 EUR

The number of staff members that have participated in these events, where they took place and for how many hours:

In total 980 staff members / duration of events 12 hours in total

List of the above-mentioned events:

- Away Days 2013: €108.000 (approx. 450 staff/location – Helsinki area duration 8 hours)
- Corporate Day 2013: cost €10.000 (approx. 530 participants/location ECHA premises/duration 4 hours)

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

As at 31 December 2013, we had 62 interims working in ECHA.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest period that an interim worked in ECHA in 2013 was 12 months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

MIDDLE AND SENIOR MANAGEMENT NATIONALITY AND GENDER OVERVIEW - REACH + BIOCIDES – situation as at 31 December 2013

Out of 32 middle and senior management positions 12 (37,5%) were occupied by women.

	NATIONALITY	MALE	FEMALE	TOTAL	%
FI	Finnish	3	5	8	25.0%
FR	French	4	1	5	15.6%
BE	Belgian	4	0	4	12.5%
NL	Dutch	4	0	4	12.5%
UK	British	2	1	3	9.4%
IT	Italian	1	1	2	6.3%
ES	Spanish	0	2	2	6.3%
DE	German	0	1	1	3.1%
AT	Austrian	1	0	1	3.1%
IE	Irish	1	0	1	3.1%
SE	Swedish	0	1	1	3.1%
	OVERALL	20	12	32	100%

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Total costs – EUR 3.176,000

Costs by provided service - Interims EUR 2.5m, trainees EUR 119k, SNEs EUR 557k

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD15
- lowest income grade - FGI

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Does your Agency have official car? ECHA had no car in 2013. Since summer 2014 ECHA has one service car but no driver and not for personal use.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

n/a

Question 24. Which rules are in place for the private use of these cars?

Answer:

No car in 2013.

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

n/a

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: ECHA does not have a driver.

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

- ECHA has a dedicated waste management contract and recycles more than 94% of its waste overall, 80% of the waste in the desk bins.
- ECHA encourages use of public transport.
- ECHA has a sufficient bicycle parking area.
- The ECHA building is connected to the city heating system.
- ECHA invested in additional equipment for webconferences/webinars to encourage virtual conferences to reduce travels.
- Library books and journals are available on-line.
- ECHA monitors and raises awareness in electricity, water and paper consumption.

EEA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency taken to improve budget implementation:

EEA has not experienced difficulties regarding budget implementation. Advance planning and use of European Topic Centres (embedded in EEA regulation) ensures a high degree of implementation of the operational budget.

Regarding staff cost EEA had reserved funds for the expected court rulings for the 2011 and 2012 salary adjustments.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

Actions taken by the Agency to better manage procurement procedures:

A procurement plan is made and followed up on a regular basis (so-called resource hearings)

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Website, visting groups, twitter and face book.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

The agency does not have capacity to take on board any activites that are not already a legislative requirement (reporting under directives has increased without increase of resorces).

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

The management board composition is set out in the founding regulation. The EEA has a scientific committee and do not use experts who advice in a personal capacity.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

All members of the Scientific committee sign a Declaration of commitment and an annual declaration of scientific committee member's interest.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer: No

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

The EEA is consistently making sure that all selection committee members in recruitment procedures sign a 'Declaration of confidentiality and absence of conflict of interests' form. This practice has been in place for more than a decade in its current form, i.e. with only minor modifications to the form.

Thus, at the commencement of a selection procedure, all selection committee members are instructed that in case of a family/personal link or financial interest with an applicant, the committee members shall – as soon as the name of the applicant has come to their attention - immediately inform the Chairperson of the committee and not take part in the decision related to that applicant. This should be noted in the Screening Report and the Minute and Conclusions of Screening.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

n/a

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

n/a

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

n/a

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Efficiency measures are implemented via a net decrease in available budget whilst delivering the annual work programme.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Activities are primarily externalised via the European Topic Centres (part of the EEA founding regulation). Open procedures are used to ensure that only the best qualified consortia become a European Topic Centre.

Deliverables and cost statements undergo a comprehensive control procedure.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes except in a few instances where tasks can be given to EEA member states according to article 5 of the EEA regulation.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

The current EEA Executive Director took up duties 01.06.2013 and made 20 missions for a total cost of EUR 14 350 (over 30 days).

The former EEA Executive Directors contract ended 31.05.2013 and made 20 missions for a total cost of EUR 33 390 (over 54 days).

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:
13,497€

The number of staff members that have participated in these events, where they took place and for how many hours:

167 staff members have taken part over nine different away days.

List of the above-mentioned events:

n/a

Comments:

Away days are used for various purposes from planning work in groups to the annual away day for the entire Agency: theme in 2013 Climate change adaptation).

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

Total number of interim staff working in EEA in 2013: 7 (5 on core budget and 2 on non-core funds).

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest (total) time frame for an interim staff has been 2.93 years (with longest interruption between assignments: 9 months).

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

The senior management team have until 01/06/2013 consisted of two women and nine men. From 01/06/2013: One woman, ten men. Nationality: Two women: 1 British, 1 German. Ten men: 2 Belgian, 2 Danish, 1 Icelandic, 1 Irish, 1 French, 3 British.

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 0

Costs by provided service - 0

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - Until 1 June 2013: Temporary agent in AD15; after 1 June 2013: AD14.
- lowest income grade - Contract agent in FG II, grade 4.

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: n/a

Question 24. Which rules are in place for the private use of these cars?

Answer: n/a

Question 25. Which rules exist for the drivers if they are off duty?

Answer: n/a

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: n/a

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The EEA is EMAS certified and undergoes every year an external EMAS audit ensuring that environment target are set and followed up upon. Procurement procedures includes both economic and environment criteria.

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

- Close monitoring of C8 implementation
- Early identification of planned carryovers
- Establish an annual budget programming procedure with detailed lists of actions/purchases
- Regular reporting (monthly) on the forecasted budget implementation
- Specific budget meetings with the management and/or project managers
- Properly justify any amendments to the initial budget programming
- Risk base reduction of ex-ante verification in particular transactions (routine and low-value low-risk transactions) monitored via regular ex-post control Standard templates and circulation sheets available to all staff
- Regular refreshment courses to staff on procedures/forms

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

Only concerning contracts implementation as EFCA does not have an integrated IT tool for it but separate excels.

Actions taken by the Agency to better manage procurement procedures:

Standardised templates and step by step process description is available in Agency intranet for all staff. Regular training. Procurement is centralised, so each procedure is centrally controlled and managed.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

In order to guarantee a fluent flow of information, during 2013, EFCA:

- Organised a mini-hearing in the European Parliament, that was attended by MEPs, other EU institutions officials and stakeholders, the presentations were made public in the EP website;
- EFCA's Executive Director presented in the EP Committee on Fisheries EFCA's Multiannual work programme 2014-2018 and Annual work programme 2014;

- The main documents of the Agency, e.g. Multiannual and Annual work programme, Annual report, etc. are available in EFCA’s website;
- EFCA communicated to the media the main results of EFCA work;
- With a view to promote the values of the European Union locally, EFCA organised the Europe Day on its premises;
- EFCA was present at the Sea Food Exhibition in Brussels.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

- EFCA consulted the representatives of the Regional Advisory Councils (Racs are composed of representatives from the industry and from other groups of interest, with a 60%-40% allocation of the seats in the general assembly and the executive committee) in EFCA’s Advisory Board on the draft Multiannual and Annual work programme of the Agency;
- EFCA participated in different meetings organised by the Racs;
- EFCA organised two meetings of the Advisory Board, the implementation and planning of EFCA activities were presented and the Racs were asked for feedback

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Balanced representation of all stakeholders is ensured through the Advisory Board representatives, one representative per each RAC (see the Regional Advisory Councils composition in the previous question).

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency’s policy on conflict of interest with regard to experts:

EFCA does not have panels composed by experts. Occasionally EFCA uses experts that sign a declaration of absence of conflict of interest and confidentiality in line with EFCA’s policy.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Contact with stakeholders is channelled through EFCA’s Advisory Board in line with Article 31 of the founding regulation.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

The procedures for selection and recruitment are applied by EFCA are aligned with EC standards. The procedures are streamlined via assessment templates which at each step ensure proper evidence for an audit trail and maximum transparency.

In early 2014, the procedures for selection and recruitment have been modified following the new Article 11 SR on declaration of conflict of interest and the new standards on transparency as introduced by the European Ombudsman.

The following measures were implemented.

- Prior to recruitment any new selected candidate is asked to sign a declaration on the absence of conflict of interests.
- The names of the selection committee are disclosed to the candidates
- Potential additional questions of applicants are satisfactory replied.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

On 20 November 2009 EFCA's establishing Regulation was amended by the Control Regulation. The Control Regulation and its implementing regulation provided a new approach on the monitoring of the fishing activities where risk-based management and operational data management systems would constitute the core of any national fishery inspection and enforcement department.

EFCA, whose mission statement embodies operational coordination and support of the inspection activities of the Member States, has been required to develop the matching data management systems suite of the Control Regulation, in order to keep abreast of the Member States performance and maintain interoperability between the Member States themselves and with the Agency. The numbers of tasks substantially increased although were not accompanied by additional resources.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Council Regulation (EC) No 1224/2009 of 20 November 2009 establishing a Community control system for ensuring compliance with the rules of the common fisheries policy, amending Regulations (EC) No 847/96, (EC) No 2371/2002, (EC) No 811/2004, (EC) No 768/2005, (EC) No 2115/2005, (EC) No 2166/2005, (EC) No 388/2006, (EC) No 509/2007, (EC) No 676/2007, (EC) No 1098/2007, (EC) No 1300/2008, (EC) No 1342/2008 and repealing Regulations (EEC) No 2847/93, (EC) No 1627/94 and (EC) No 1966/2006.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

To face the resource constraints the Agency endeavoured to optimise its resources, by internal reorganisation, prioritising the activities included in its multiannual and annual work programme and looking for synergies with other EU institutions.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

- The independent 5 year evaluation of EFCA highlighted that EFCA “stands out for its administrative efficiency;
- EFCA has always maximised the possibilities for use of EC framework contracts;
- To optimise its activities EFCA enforced two important internal governance structures (ICT steering committee and Training steering committee);
- Synergies examples, inter alia: Internal Audit Capabilities function shared with EMSA, training and operational services exchange with FRONTEX, sharing of training activities, accounting workshops, exchange of plans and tender procedures with OSHA and Fusion for Energy, EFCA has joined multiple inter-institutional contracts with the Commission Services, etc., and standard SLAs.
- EFCA formalised a new strategy and SWOT analysis and increase the level of formalisation throughout the Agency’s activities and processes.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

EFCA has externalized in 2013 the following activities:

- Training material development for Union inspectors;
- T projects development.

The performance on these activities is subject of a rigorous process of assessing the quality of deliverables by dedicated EFCA project managers.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Answers sent separately.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff

members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:
6884 EUR

The number of staff members that have participated in these events, where they took place and for how many hours:

57 Staff

List of the above-mentioned events:

57 staff

Comments:

- Year-end gathering: 42 staff - It took place in the Club Financiero de Vigo, C/García Barbón, Vigo (Spain). Time 6 Hours
- Team building Unit A: 15 staff, Santiago Gourmet, Santiago de Compostela (Spain), 4 Hours

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

8 persons

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest time frame for interim staff working at the Agency has been 24 months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

In 2013, there were 4 women at EFCA on managerial and higher positions (more than AD8) versus 12 men graded AD8 up to AD14.

The four women were:

- 2 Spanish;
- 1 French;
- 1 Romanian.

The twelve men were:

- 4 French
- 2 Spanish
- 2 Irish
- 1 Portuguese
- 1 Lithuanian
- 1 Polish
- 1 Greek

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 209.940 EUR

Costs by provided service - All external employees provided services of horizontal/support nature. Differentiation is made between (1) replacement of temporary absences or vacancies and (2) structural services which were used to around 50% each.

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 14
- lowest income grade - Contract agent group II

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Does your Agency have official cars? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: -

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The Agency has concluded a contract for energy management permitting its contractor to subcontract the most efficient energy provider and taking any actions within the Agency

premises in order to reduce the consumption. This contract includes a weekly report on the electricity consumption. Energy consumption statistics are published on the Agency's intranet.

Facilities Management sector is reporting on the consumption of paper and printing. Purchases of material is done in order to provide the Agency with the best possible cost – carbon ratio (ex: halogen lamps replaced with low consumption; dishwasher rated A+++ ; etc). The cleaning contractor is monitoring the consumption of cellulose paper (toilet and hand drying paper) and communicates consumption statistics for awareness raising.

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Answer:

In the last six years, EFSA has improved budget implementation in terms of global consumption of appropriations, treasury optimisation through differentiated credits and reduction of carry forward. As regards operational activities in 2013, the potential amount of projects to be launched exceeded the initial budget available which allowed for prioritisation and close to full budget consumption. In 2013, the commitment appropriations consumption was close to 99% and has been close or above that figure since 2008. The payment appropriations consumption has increased from 73% in 2008 to close to 91% in 2013 with a parallel reduction of the carry forward from 23% to 11%. The outturn followed a similar pattern going down from 6% in 2008 to 1.2% in 2013.

in M€	2008	2009	2010	2011	2012	2013
% Budget Committed	96.7%	97.4%	98.8%	98.5%	99.3%	98.8%
% Budget Paid	73.0%	75.6%	83.5%	82.0%	88.0%	90.8%
% Carry over	23.4%	22.4%	16.3%	18.4%	13.4%	11.0%
% Outturn	5.9%	4.6%	1.7%	2.2%	1.1%	1.2%

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Answer:

EFSA has set up a centralised procurement support to plan, process and monitor the different phases of procurement, from launch to implementation of the contract as well as forecasting the payment credit needs under the differentiated credits. The efficiency of the process is illustrated by the scientific procurement and grant programme in which targets for launching and awarding procurements over the past three years have been exceeded.

Scientific cooperation program

in M€	2011	2012	2013	2014
Initial Commitment appropriations	8.3	9.22	10.52	9.48

Committed year-end	7.09	9.43	10.80	11.74
Commitment Performance	-15%	2%	3%	24%
Initial Payment Appropriations	7.06	7.41	7.87	9.48
Paid year-end	5.38	7.83	8.66	11.20
Payment Performance	-24%	6%	10%	18%

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

EFSA website

EFSA's website has developed into the main channel to communicate the Agency's work to European citizens and beyond.

In 2013, EFSA's website was visited 4.7 million times with approximately 31,000 subscriptions to EFSA's online products (e.g. newsletter, RSS feeds).

EFSA's Understanding Science video series, which is hosted on Youtube, also continued to be popular. By the end of 2013, the videos had been viewed by approximately 100,000 people, an increase of 150% on the previous year.

The number of followers of EFSA's Twitter account also continued to grow with approximately 4,000 followers by the end of the year which was an increase of 100% compared to the previous year.

Additionally, in June 2014, EFSA revamped the design of its website with the aim of improving accessibility and usability and to provide a platform for introducing new online technologies (e.g. social media integration throughout the site, multimedia products such as infographics, etc.)

Transparency initiative and 'Open EFSA'

In January 2013, EFSA launched an initiative designed to facilitate public access to data used by EFSA in risk assessment and enhance transparency in EFSA's scientific decision-making processes. This led to the setting up of a discussion group of EFSA's Stakeholder Platform and to the organisation of a conference on Transparency in Risk Assessment in October 2013.

As a result of the input gathered from its dialogue with civil society in 2013/14, EFSA published a report and drafted a discussion paper on the transformation to an "Open EFSA" to explore how EFSA can better meet society's expectations in this area. The paper was launched for public consultation from July 2014 until October 2014, the results from which will help to set the direction for a cost/benefit analysis on specific actions to increase transparency and interaction in EFSA's scientific processes. This analysis is likely to begin in 2015.

Open plenaries

Between March 2012 and October 2014, EFSA held 27 'Open Plenary' meetings of its scientific Panels to give members of the public the opportunity to view first-hand how the Authority carries out its scientific work. 300 people in total registered to attend these meetings.

In light of the feedback received from stakeholders, in 2015 EFSA plans to organise public hearings on specific topics after the Open Plenary meetings. Here the general public and any interested parties will be able to pose questions directly to members of EFSA's Scientific Panels and/or Scientific Committee.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

Openness and transparency have been key values for EFSA since its creation in 2002. Adherence to these values helps to legitimise EFSA's work and ensure accountability to society. They provide a framework that promotes confidence in the work of EFSA among all stakeholders in the food chain including consumer, environmental and other interest groups as well as industry and science professionals. Engaging in dialogue with them on various aspects of EFSA's activities is critical to EFSA's work and is specifically mentioned in the Authority's founding Regulation (Article 42).

Stakeholder Consultative Platform

The creation of the EFSA Stakeholder Consultative Platform in 2005 provided a structured forum to gather stakeholder advice on topics such as the criteria for public consultation, emerging issues, and, since 2007, on directions and input on the priorities of EFSA's yearly and multi-annual work plans.

Public consultations

On-line public consultations are an important tool the Authority relies on to ensure public input into its work. EFSA has launched almost 130 public consultations on significant scientific opinions and corporate or policy documents since its inception in 2002, with an average of 20 per year between 2011 and 2014.

Scientific Colloquia

EFSA has organised 21 scientific Colloquia since 2002, including two in 2013, on a wide range of scientific topics. These open science meetings are important in providing a platform for state-of-the-art scientific discussion among the broader scientific community and also help to inform EFSA's future scientific work.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

EFSA strives to forge relationships with civil society stakeholders and actively seeks their input to its scientific work through meetings and public consultations. In 2013, EFSA launched 20 online public consultations on its scientific opinions and one consultation on its multi-annual work programme.

EFSA's key forum for stakeholder relations is the Stakeholder Consultative Platform which was set up in 2005 and which has met 26 times so far. The members of the consultative platform are selected after a public call for expressions of interest from different organisations. The Platform is composed of 24 EU-wide stakeholder organisations representing consumer groups and NGOs; NGOs involved in public health, plant health,

animal health and welfare and environmental protection; farmers and primary processors; the food industry; and trade and catering associations.

Additionally, EFSA provides an online service called AskEFSA which allows any EU citizen to contact EFSA and pose questions about its activities. In 2013, EFSA answered approximately 1,000 such queries.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Answer:

EFSA applies a robust set of internal mechanisms and working processes to safeguard the independence of its scientific work and that of its Scientific Committee and Panels.

Members of the Scientific Committee, Scientific Panels and their Working Groups, as well as other external experts contributing to the work of EFSA, are selected based on their scientific competence and expertise, and according to objective and transparent criteria. During the selection process, interests declared by the applicants are also reviewed. In addition, independent external evaluators review the assessment of applications for scientific panel membership to ensure that the selection process is coherent.

All experts of the Scientific Committee, Scientific Panels and Working Groups are required to sign a declaration of commitment, including a commitment to act independently, and to provide an annual declaration of interests (ADoI) for each EFSA group of which they are a member. EFSA closely monitors and reviews the ADoIs of all its scientists. In accordance with the principle of transparency, all of the ADoIs as well as the mandates for each Panel and working group are published on the EFSA website.

Experts are also required to declare in advance their specific interests for each agenda point of a meeting in writing, through a specific declaration of interests (SDoI), and any additional interests orally at the beginning of the meeting. Minutes of meetings are published which show how the policy on declarations has been followed. For example, they will show when an expert declared a particular interest and if that led to his/her withdrawing from the meeting for a particular item.

Further detailed information about EFSA’s policy on independence and scientific decision-making processes, together with the corresponding implementing rules which were recently updated and came into effect on 30 September 2014, can be found at the following address on EFSA’s website:

Overview of interest management at EFSA

Year	DOIs (ADoIs+SDoIs) Screened	Meeting agenda items scrutinised	Potential CoIs prevented	Breach of trust procedures
2011	8526	39,500	356	2
2012	6869	36,609	276	1

2013	6312	36,333	255	0
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Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Information regarding all meetings between EFSA and its various stakeholders, including those with industry affiliations, are made publicly available on EFSA’s website under the News & Events section. Furthermore, since October 1 2014, all of the Executive Director’s meetings have been published on the EFSA website under the Diary section of the Executive Director’s page.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

In order to guarantee a high level of transparency in recruitment procedures at EFSA, a number of measures have been implemented regarding declarations:

- Since EFSA’s establishment, a mandatory assessment of conflicts of interest for Selection Board members regarding candidates they may know in a professional or personal capacity has been in place, designed to ensure transparency and fairness of the recruitment procedure.
- Since 2012, according to EFSA’s Policy on Independence and Scientific Decision-Making processes, EFSA has required potential new Staff Members to provide a declaration of interest based on their professional history.
- From January 2014, a mandatory declaration of interest for potential new Staff Members was introduced in accordance with Articles 11 and 11(a) of the Staff Regulations and Articles 11 and 81 of the Conditions of Employment of Other Servants. In 2014, 24 staff members were recruited according to these new rules.
- In accordance with the Ombudsman’s recommendation for recruitment procedures in Agencies (re: OI/4/2013/CK), as of November 2014 the names of the members of EFSA’s Selection Boards have been disclosed.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

EFSA was not allocated any new tasks during the period in question.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

N/A

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

N/A

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Answer:

EFSA decreased its establishment plan by 1% in 2013, while still achieving its targets in terms of number of outputs produced. Furthermore EFSA was able to reduce by 1% the overall number of staff allocated to support and governance activities, while increasing the percentage of its staff allocated to operational activities: 384 FTEs allocated to operational activities out of the 481 total available FTEs in 2013 (i.e. 79.8%). More specifically, in 2013 activities related to missions of external and internal experts were centralised, with efficiencies evidenced by swift payment processing and an ensuing 54 % reduction of payments carried forward compared to 2012. The number of EFSA staff deployed in this task has reduced by 11 FTE through centralisation of meeting organisation.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Part of the Authority's scientific operations is externalised via a grants and procurements program. In 2013 approximately 90 contracts and grants were signed in overall value of 10.8 million euro. The awarded contractors and beneficiaries are mostly public bodies, institutes and universities, but also private entities (occasionally, and only for contracts), all thoroughly scrutinised for avoidance of any potential conflict of interests.

For each contract or grant, the expected level of performance in terms of time and quality is defined in the tender specification or call for proposals. Performance of the activities is then monitored during the contract or grant execution and the related approval process is fixed in the provisions of the contract or grant. Any deliverable under the contract or grant is subject to EFSA approval before the payment is made. In case of insufficient quality the contractor or beneficiary needs to address the findings or weaknesses and only after the quality is brought to the expected level is the payment then executed.

In addition to the monitoring of the performance of each contract or grant, EFSA commissioned in 2014 an ex-post evaluation to determine the impact of finalised science grant and procurement projects on delivery of EFSA's tasks. The study findings are positive:

- EFSA science grants or contract projects were frequently and widely used in EFSA scientific outputs.

- The projects made a positive contribution to EFSA scientific risk assessment practices and to EFSA's capacity to respond to the mandates assigned.
- There was a strong, positive networking and cooperation benefit from science projects for both beneficiaries and contractors.
- Projects facilitated cooperation and networking between organisations in EU Member States.

The study also proposed some recommendations, e.g.:

- Consider to simplify the procedure for completing, submitting and maintaining conflict of interest statements.
- To further enhance publicizing of the procurement calls, beyond the minimum regulatory requirements, e.g. possible information dissemination to MS national research councils or equivalents and or giving more prominence to calls for procurement projects on the EFSA website.
- Improve the dissemination of project outcomes.

The study is published on EFSA website at the following address:

<http://www.efsa.europa.eu/en/art36/art36reports.htm>

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Please refer to answer in part 1.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

EFSA – mission costs in 2013 – Executive Director:

	MISSION	NR OF DAYS	START DATE	TOT COST
1	68315	2	30/01/2013	546.22
2	68918	1.5	24/01/2013	1.040.84
3	68964	1.5	21/03/2013	330.83
4	69186	1.5	08/07/2013	177.15
5	69989	3	11/02/2013	949.37
6	70196	3.5	06/03/2013	1.077.18
7	72436	1.5	11/04/2013	601.06
8	73564	2	24/04/2013	774.39
9	73839	1.5	17/04/2013	403.16
10	74008	2.5	08/05/2013	1.358.77
11	74010	5	29/05/2013	1.379.14
12	74011	1.5	13/06/2013	632.07
13	74012	3	18/06/2013	1.371.59
14	76423	1	10/06/2013	0.00
15	77094	0	10/07/2013	2.118.23
16	77871	2	10/07/2013	629.38
17	77923	1.5	02/07/2013	528.25
18	78318	1	17/07/2013	0.00
19	81390	2.5	16/10/2013	818.10
20	84085	1.5	14/11/2013	844.36
21	84215	2.5	20/11/2013	856.31
22	84247	1.5	29/11/2013	674.86
TOTAL	22	43.5		17,111.26

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: EUR 81,580.00

The number of staff members that have participated in these events, where they took place and for how many hours:

In 2013 a total of 15 away day events were organised at EFSA for various units/ teams at a total cost of EUR 81,580.00. Each session was of 7 hours duration, with an average participation rate of 17 staff per session and an average cost of EUR 5,438.67. A detailed list of these events is shown below.

List of the above-mentioned events:

Away Days 2013					
No	Unit/team	Number of participants	Cost of the session	Total Hours	Location
1	COMMS	28	€ 9,060.00	7	Parma and surroundings (Italy)
2	CONTAM	9	€ 5,180.00	7	Parma and surroundings (Italy)
3	CORSER	21	€ 5,180.00	7	Parma and surroundings (Italy)
4	DCM	14	€ 5,180.00	7	Parma and surroundings (Italy)
5	FINANCE	21	€ 5,180.00	7	Parma and surroundings (Italy)
6	FIP	22	€ 5,180.00	7	Parma and surroundings (Italy)
7	GMO	20	€ 5,180.00	7	Parma and surroundings (Italy)
8	HUCAP	19	€ 5,180.00	7	Parma and surroundings (Italy)
9	IT	25	€ 5,180.00	7	Parma and surroundings (Italy)
10	RASA P&M	8	€ 5,180.00	7	Parma and surroundings (Italy)
11	SAS	14	€ 5,180.00	7	Parma and surroundings (Italy)
12	SCER	12	€ 5,180.00	7	Parma and surroundings (Italy)
13	SCISTRAT	7	€ 5,180.00	7	Parma and surroundings (Italy)

14	AFSCO	12	€ 5,180.00	7	Parma and surroundings (Italy)
15	NUTRI	16	€ 5,180.00	7	Parma and surroundings (Italy)

Comments: -

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

In 2013, through the framework contract signed with an Interim Agency, EFSA used the services of around 15 interim FTEs involving 30 people with an average employment time of 6 months.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest time frame an interim worked at EFSA has been 57 months (26 months without interruptions), of which 5 months were in 2013, while the longest period a staff member has worked at EFSA is 12 years and 2 months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

EFSA applies a policy of equal opportunities and promotes diversity without bias on any grounds including gender. Regarding gender representation at EFSA: out of a total staff of 432 at end of 2013, 271 were women while 161 male.

In managerial positions (Executive Director, Heads of Departments, and Heads of Unit), the distribution at the end of 2013 was as follows:

- 12 women of which 1 Italian, 3 German, 1 Dutch, 1 French, 1 Austrian, 1 Belgium, 1 Spanish, 2 Finnish, 1 Irish
- 16 men of which 1 Austrian, 2 Belgium, 4 Italians, 1 English, 1 Dutch, 1 German, 2 Spanish, 1 Romanian, 2 French, 1 Swedish

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

The following categories are considered statutory staff at EFSA: Officials, Temporary Agents and Contract Agents while the EFSA's "external employees" framework is represented by: seconded national experts (SNEs), trainees and interims.

Total costs in 2013: EUR 1,541,675.88

Costs by provided service (2013):

- Seconded National Experts: EUR 687,771.95 (16 FTEs involving 24 people)
- Trainees: EUR 291,026.17 (23 FTEs involving 50 people)
- Interims: EUR 562,877.76 (15 FTEs involving 30 people)

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

Considering the most prevalent contracts of employment at EFSA, the highest and lowest income grade broken down per different category of staff is the following:

- highest income grade: Contract Agents: FG IV, Grade 16, Step 3 (basic salary EUR 4,785.42); Temporary Agents: AD 15, Step 4 (basic salary EUR 16,822.00)
- lowest income grade: Contract Agents: FG I, Grade 2, Step 2 (basic salary EUR 2,150.57); Temporary Agents: AST 1, Step 3 (basic salary EUR 2,904.97)

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official cars?

EFSA does not have official cars and therefore does not provide any cars for personal or business use. As a consequence it does not sustain any cost in that respect.

Not being located close to an international airport, EFSA relies on the services of a group transport service for travel to and from airports (mostly Milan and Bologna). This service is almost exclusively used by EFSA staff going on missions or by external scientific experts taking part in meetings at EFSA. In 2013 around 8.600 passengers (out of which around 78% were external experts attending scientific meetings) used this service at a total cost of EUR 918.668.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

N/A

Question 24. Which rules are in place for the private use of these cars?

Answer:

N/A

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

N/A

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

N/A

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:




In December 2011, EFSA purchased a new headquarters (which will be paid in quarterly instalments over 25 years). Minimising the impact of this building on the environment was one of the core design principles for EFSA’s building and it has been made to be ‘eco-sustainable’, ensuring the lowest possible use of energy.

The building has been equipped with different energy production systems which use renewable sources. Geothermic energy is used for the production of heating and cooling. This provides about 30% of the energy needed for the air conditioning system of the building. The solar panels installed on the roof produce hot water using solar energy. The panels are able to produce about 80% of the hot water needs of the building, including the kitchens. All solar panels have an annual production capacity of electricity of about 75-80 MWh with a peak power output of 71 kW.

Finally, a rain collection system is used to provide water for toilet flushing and to water the grassy area at the back of the building.

The performance of the building is benchmarked with standards of the Commission’s Office for Infrastructure and Logistics (OIB) as shown in the table below.

Performance indicator of EFSA building utilities during the last two years vs. OIB standards

Utilities	2014	2013	OIB standards				
							
Electricity <i>kWh/m²</i>	45.20	44.11	<100	100-150	150-200	200-250	>250
Water <i>l/m²</i>	311.91	354.33	<200	200-400	400-600	600-800	>800
District heating <i>kWh/m²</i>	6.34	12.99	<60	60-120	120-180	180-240	>240

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

Budget implementation monitoring guidelines were developed in 2013. They include description of monitoring flows both for operations and administration procurement, distribution of responsibilities, description of regular reports.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

None

Actions taken by the Agency to better manage procurement procedures:

The European Commission (DG IAS) advised on parameters for monitoring the status of procurement procedure. To put the advice of DG IAS into practice a web-based procurement monitoring tool was developed and is operational since 2013.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Responding to the call from the European Parliament, EIGE initiated a number of open door initiatives towards the general public. These allow the citizens to visit the Institute and obtain additional knowledge on the Institute's work. This is in addition to the Entry Point of the Institute, opened daily during regular office hours. Through the entry Point, citizens can visit the Institute to learn more about its initiatives.

Furthermore the Institute is working closely with a large number of media, organized in a thematic network. This includes journalists from larger media organisations, operating across Europe, who report in their languages on the Institute's work and research findings.

In 2013 the total number of references in the EU to EIGE's work was 232, 39 in Lithuania. Seventy-five per cent of all references were made in separate publications in traditional and internet news media which presented topics exclusively related to EIGE's activities (Gender Equality Index, RDC launch, international conference, other). 19 % of references were recorded on specialised websites for more specialised target audiences.

Basic information about the Institute is provided in the brochure "EIGE in Brief", which is available on the website in a substantial number of languages, aiming to cover all official EU

languages by the end of 2015. EIGE's reports to the presidency of the EU Council are translated and published in 5 EU languages (EN, DE, FR, ES, IT). Using IPA funding, EIGE will also translate "EIGE in Brief" in the languages of the candidate and accession countries. Despite the relative small size of the Institute; EIGE was the 4th largest in number of followers ("likes") amongst the EU agencies present on Facebook.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

According to Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishing a European Institute for Gender Equality, EIGE should ensure cooperation with the relevant authorities of the Member States and relevant statistical bodies, work as closely as possible with sister agencies in order to avoid duplication, and develop cooperation and dialogue with non-governmental and equal opportunities organisations, research centres, social partners, and other related bodies actively seeking to achieve equality at national and European level and in third countries. In October 2013, the European Network on Gender Equality EuroGender was launched within EIGE's Resource and Documentation Centre (RDC). Through this platform, citizens were given an online collaborative space to share information and knowledge, as well as to participate in the regular online discussions held by EIGE. The contributions to the online discussions are considered in the monitoring and improving of EIGE's work.

All citizens have access to information on gender equality and the possibility to be a part of a networking community at EIGE's entry point of its RDC. Officially launched on 31 May 2013, together with the Opening of the EU House in Vilnius the entry point of EIGE's RDC is designed to facilitate a dialogue with Lithuanian and European citizens. Visitors are welcome to access EIGE's free publications, search the RDC online resources and databases on different gender issues comprising more than 460.000 references, and become a member of EuroGender. Visitors are also encouraged to host their own gender equality-themed events.

EIGE is in the process of presenting its new website, which will include a section with relevant documentation to ensure greater transparency to all interested parties.

EIGE is maintaining social media accounts in the most popular social media i.e. Facebook and Twitter. Through these tools, direct input from citizens is possible and EIGE seeks constantly feedback and interaction with the citizens.

For fulfilling the requirement of producing deliverables that are useful to the public, EIGE conducted online user surveys, open for everyone, for the needs analysis of the potential users of the Gender Statistics database and EIGE's new website.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

In order to ensure balanced representation, experts are for the most part nominated by the relevant authorities in the Member States and EU institutions. This applies to the Management Board, the Experts' Forum and EIGE's working groups and thematic networks. EIGE's core bodies are made up of a Management Board (decision-making body), an Experts' Forum (consultative body) and its Director (executive body) including her staff. The

Management Board adopts the annual work programme, the medium-term work programme as well as the Institute's budget. It consists of eighteen representatives from the Member States which operates on a rotation basis thus guaranteeing total representation combined with operational efficiency. One member is also represented by the European Commission and there is an equal number of substitute members. The length of its representatives' mandate is 3 years. Nominations of MB members/alternates are done through the Council and they follow the requirements of the Regulation (which asks for a balanced representation),

The Experts' Forum is the Institute's advisory body. Its principle function is to provide expertise knowledge in the field of gender equality. It is composed of members from competent bodies specialised in gender equality issues from every Member State of the European Union. Each country has both a member and an alternate and there are two members designated by the European Parliament, as well as three members designated by the European Commission and representing interested parties at the European level, with one representative from:

- an appropriate non-governmental organisation at Community level which has a legitimate interest in contributing to the fight against discrimination on grounds of sex and the promotion of gender equality;
- employers' organisations at Community level; and
- workers' organisations at Community level.

To ensure balanced representation of women and men in the Experts' Forum the Institute asks the Member States to nominate one woman and one man.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Answer:

The gender experts cooperating and participating in EIGE's work render their advice in a personal capacity only through the participation in the work of EIGE's working groups and thematic networks. For a few cases requiring very specific expertise the Institute contracts a limited number of experts.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Non-governmental and equal opportunities organisations are one of EIGE's main stakeholders. For the past years, EIGE has been developing their cooperation with non-governmental and equal opportunities organisations. European-level organisations, like European Women's Lobby and Social Platform are members of the Institute's advisory body and report to their members on the work of EIGE. There are draft agreements in place for 2015 to enhance cooperation between EIGE and these organisations and increase transparency.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Lack of transparency in recruitment procedures was never highlighted as an issue for EIGE. In recent years the declaration of confidentiality and non-conflict of interest was made more detailed: in that extent selection committee members are now obliged to declare in what capacity – personal or professional – they may know a candidate. The Institute has continued to make this declaration part of its selection committee obligations.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

No new tasks were allocated to EIGE in 2013.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Answer:

N/A

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

Answer:

N/A

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

To increase efficiency gains, to search for synergies and share the cost for maintenance, security and cleaning, EIGE together with the EC representation and the EP information office in the Republic of Lithuania moved into one EU House. This option decreased the cost of various meetings and strengthened significantly the visibility of the agency in Lithuania. In 2013 EIGE installed a new telephone system (based on IP system) which saves the costs for long-distance calls and does not require an external contractor to maintain the system. EIGE signed in 2014 a Service Level Agreement (SLA) with Frontex with the scope to share services with exchange of expertise between the parties in the area of ex-post controls. During all these years EIGE continued to save costs following the identification and agreement with the local provider of S-testa line for the Lithuanian administration.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

EIGE is a relatively small agency by the size of the budget and by the number of staff. The nature of its tasks, for example, follow-up of EU commitment on the implementation of the Beijing Platform for Action, requires the collection of data, which does not always exist at EU level. The broad and frequently changing spectrum of research requires not only the knowledge of languages and socio-economic environment of all Member States, but also highly specialised expertise which is not yet fully developed during the first five years of the Institute's existence. Because of these reasons the collection of qualitative and quantitative data, identification of digital resources and grey literature on gender equality, processing and developing of gender mainstreaming tools and methods and communicating gender are the main areas of externalised activities. All externalised activities are subject to the EU rules on public procurement, even those of low financial value. In order to monitor the performance of external contractors and assess the quality of work delivered, the Institute has put in place internal quality control rules and procedures.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

All externalised activities are subject to the EU rules on public procurement, even those of low financial value.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Answers sent separately.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: In 2013 there were 2 events for EIGE's staff members for total costs of EUR 8,932.

The number of staff members that have participated in these events, where they took place and for how many hours:

All employees (~53) have participated in these events. Both events took place in Vilnius. Events took 11 hours per both.

List of the above-mentioned events:

Training for team-building and dinner; Achievement Day 2013.

Comments:

Date; description; costs EUR; venue; number of hours; number of employees:

- 05/11/2013; Training for team-building and dinner; €2,793.00; Restaurant La Boheme, Vilnius; 4; all (~53)
- 06/12/2013; Achievement Day 2013; €6,139.00; Restaurant Neringa, Vilnius; 7; all (~53)

TOTAL: costs: €8,932.00; number of hours:11

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

During 2013, 5.5 full-time equivalent interim staff were deployed at EIGE.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest time frame recorded of an interim working for EIGE is 28 months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

As at 31 December 2013 the posts of Director and Head of Operations were held by women (Swedish and Irish respectively). The post of Head of Administration was held by an Italian man.

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 652,840.88

Costs by provided service - Contract Agents EUR 402,467.12; Interim staff EUR 72,800; Seconded National Experts EUR 177,573.76

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - Temporary Agent AD13
- lowest income grade - Contract Agent FG II

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

Does your Agency have official cars? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: N/A

Question 24. Which rules are in place for the private use of these cars?

Answer: N/A

Question 25. Which rules exist for the drivers if they are off duty?

Answer: N/A

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: N/A

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

Internal measures in place to ensure cost-effective and environment-friendly working place in EIGE are as follows:

- Recycling guide to sort the waste; each office has a used paper box, such boxes are located at printers and in the library;
- A presentation on Greening the Office as a feedback from the 5th Interagency Greening Network Meeting held in Den Haag on 17-18 October 2011 and recommendations to EIGE;
- Internal measures are in place when considering public procurement. Environmental considerations paragraph is recommended to be included in all invitations to tender. It strongly recommends that tenders are submitted in an environment-friendly way, e.g., by choosing a simple and clear structure, double-sided printing, limiting attachments etc.;
- In purchase of office supplies preference is given to environment-friendly and recycled items. Paragraphs are added to office supplies invitation to tender, e.g. as many as possible environmentally friendly products (e.g.: ecological paper, adhesive without solvent, unpacked items, etc.) and items with recycled contents shall be offered or paper must be exclusively made from recycled fibers/virgin fibers from sustainably managed forest and labelled accordingly (eco-label);
- Internal environment-friendly practises are established for events: EIGE does not use and ask caterers not to use disposable tableware;
- Printing on both sides is set as default in all computers.

EIOPA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

EIOPA has implemented the following measures to improve budget implementation:

- Clarification of roles and responsibilities of all actors involved;
- Improvement of the budget planning and reporting processes;
- Regular budget forecast exercises and consequent actions taking;
- Escalation of budget implementation risks and issues at an early stage through formalised internal cooperation arrangements;
- Integration of procurement planning and monitoring in the corporate processes;
- Regular budget/finance awareness and training sessions to all actors involved.

These measures have allowed EIOPA to improve its budget execution rate (commitments) from 96.7% in 2013 to 100% execution in 2014.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

The current possibilities for monitoring the status of procurement procedures and of the contracts implementation could be made more efficient. An integrated and automated supporting tool (procurement procedures, contracts implementation and budget implementation) would bring more efficiency and reduce the risks of human errors. Due to resource limitations the initiatives in this area are put on hold. EIOPA has strengthened in the meantime the usage of Excel and ABAC as supporting tools for the centralised monitoring processes.

Actions taken by the Agency to better manage procurement procedures:

EIOPA has taken the following actions:

- Strengthening of the procurement planning, implementation and monitoring processes (including the usage of standard templates);
- Clarification of roles and responsibilities of all actors involved;
- Integration of procurement planning and monitoring in the corporate processes;
- Escalation of risks and issues to senior management at an early stage;
- Regular procurement awareness and training sessions to all actors involved.

These measures have led to significant improvements since EIOPA's early establishment, as confirmed by the ECA for the financial year 2012 ('EIOPA has improved its procurement procedures in order to become fully compliant with EU procurement rules') and with no procurement findings in 2013.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

EIOPA undertakes a number of initiatives to raise its profile across the European Union:

- An accessible website where it publishes all of its Board approved documents, as well as much of its correspondence with other public authorities;
- A special webpage is dedicated to EIOPA's Key Values which include Good Administrative Behaviour, Independence and Public Access to Documents.
- The distribution of news of its publications via a range of methods including press releases, publications on its website and social media;
- The Organisation of major events reaching a wide audience such as the Consumer Protection Day
- Cooperation with universities (such as with the Goethe University of Frankfurt) and raising awareness about EIOPA's mandated areas by offering possibilities for internship at the Authority
- Key documents are translated in EU official languages;
- It is part of the EU Agency Network which recently launched its Agencies Brochure at the European Parliament to raise the profile of the role agencies play in the European Union.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

EIOPA is an independent supervisory authority in the financial services area. It actively engages with its stakeholders (amongst them the citizens of Europe) about its goals, objectives and ongoing work.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

The EIOPA Selection Procedure rules further detail Art. 37 para. 2 and 3 of EIOPA Regulation (1094/2010) that sets out the requirements for the composition of EIOPA Stakeholder Groups (SG): IRSG ((re)insurance undertakings and intermediaries, employees', SMEs' and professional associations' representatives, consumers, users, academics.) and OPSG (IORPs, employees', beneficiaries', SMEs' and professional associations' representatives, academics). Additionally, in accordance with Article 37 para. 4 of EIOPA Regulation, EIOPA Selection Procedure rules' purpose is to ensure appropriate geographical and gender balance in the SG. Based on that the selection panel ensures that the geographical and gender distribution of the selected stakeholders - in terms of percentage - is the same, if not higher, to the total number of applications received.

Also, to ensure a balanced representation, EIOPA offers a financial contribution for travel and subsistence expenses for invited Members of the EIOPA Stakeholder Groups to the meetings of the Groups provided in case that the Member is acting as, or representing, consumers, academics or trade-unions (employee representatives).

Finally, EIOPA addressed all recommendations in this area made by the European Ombudsman in 2014.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

Experts performing tasks at EIOPA are bound by the same ethical and professional secrecy rules applicable to staff (temporary, contract and seconded staff) and are required to sign specific declarations binding them to these rules. The amount of experts performing tasks at EIOPA is limited.

As regards EIOPA's two Stakeholder Groups, the respective Rules of Procedure address the prevention of conflicts of interest. At the start of each meeting, any member whose participation in the Group's deliberations would raise a conflict of interest on a specific item on the agenda shall inform the Chairperson. In the event of such a conflict of interest, the member shall abstain from discussing the items on the agenda concerned and from any vote on these items.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

EIOPA seeks full transparency in meetings and contacts it has with stakeholders and lobbyists. Therefore, all the meetings the Chair and Executive Director have are published on EIOPA's website. Furthermore, the outcome of public consultations is published, providing transparency on the input we have received from whom and how EIOPA has taken this into account in its final deliveries.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

The names of the selection committee members are published on the external website. After the deadline, once the applications are received, the selection committee members must inform HR of any conflict of interest in relation to the candidates. This information is given to the Appointing Authority who decides if any action is needed, like appointing another member to the selection committee.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European

Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

Since its creation in 2011, where following the Parliament vision EIOPA was granted an ambitious role and corresponding tasks compared to COM original proposal, there has been a huge mismatch, as those were only backed with 6 staff. Parliament has repeatedly asked the COM to correct such situation, but nothing has been done yet from COM side. In 2013, EIOPA was called upon to extensively support the development of the Solvency II framework by providing quantitative assessment and input. The main work carried out was the development and completion of the Long-Term Guarantees Assessment (LTGA) exercise. Again, no additional resources were provided. This has become a recurring trend, as e.g. in 2015 EIOPA, with new tasks, faces a reduction of budget of near 7% instead of an increase to accompany the new requests. The consequence has been the need to postpone deliverables and to reduce the resources dedicated to core areas such as Consumer Protection or Oversight.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Requested by European Parliament and Commission.

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

Significant reprioritization and dropping of deliverables. E.g. a stress test exercise to assess the resilience of the insurance sector had to be postponed to 2014.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

EIOPA has taken the following initiatives to increase efficiency:

- Process improvement actions (in particular for the horizontal and support processes such as for missions, catering, etc.), including the introduction of efficiency gains where possible;
- Automation of work practices (e.g. initiative to introduce e-finance);
- Exploring options to renegotiate contracts;
- Inclusion of efficiency gain measures in organisational and personal performance objectives;
- Exploring intensified cooperation and synergies with other agencies.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

The verification of the performance is organised through the contractually agreed arrangements to evaluate the quality of delivered products and services. In addition, as part of the corporate performance management arrangements (Annual Work Programme focused), these services are evaluated by verifying the progress made towards achieving

EIOPA's agreed goals and objectives.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer: Yes

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer: Done

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:
5,292 EUR

The number of staff members that have participated in these events, where they took place and for how many hours:
83-See comments

List of the above-mentioned events:
See comments

Comments:

The cost in 2013 respectively for away days, closed conferences or similar events for staff in your Agency

- 1 Unit teambuilding: 3,581 EUR
- 1 EIOPA Away Day: 1,711 EUR
- Total costs for away days including team buildings in 2013: 5,292 EUR
- The number of staff members that have participated in these events, where they took place and for how many hours
- Unit teambuilding, Location: Bad Orb, Hours: 6 hours, Number of Staff: 13
- EIOPA Away Day, Location: Frankfurt am Main, Hours: 8, Number of Staff: 70

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

5 Interim persons in total in 2013:

- Policy - Consultant on Impact Assessment: 1 month
- Core IT - Web developer: 1 month

- IT Service Desk: 4 months
- Facilities, Project Manager for Office Extension: 4.5 months
- Finance Support: 4 months.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

4.5 months – 93 working days in 2013

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

At the end of 2014, the situation was as follows:

- Chairperson and Executive Director: 0 women out of 2
- Heads of Department: 1 woman out of 2
- Heads of Unit: 1 woman out of 5
- Coordinators: 10 women out of 17

(Nationalities: German, Danish, Belgian, Spanish, Latvian, Dutch, Polish)

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 92,863 EUR

Costs by provided service - 92,863 EUR

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 15
- lowest income grade - CA FG II

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: -

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

EIOPA's continuous efforts to implement a cost-effective and environment friendly working place include waste recycling measures, intelligent building climate control, limitation of paper waste (e.g. publication of documents on EIOPA's website instead of providing printouts such as the Annual Activity Report) as well as employee engagement, making colleagues conscious about environment friendly matters (e.g. travel methods encouraging officials to travel by train and so reducing the carbon footprint).

EIT

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

In order to improve budget implementation, the EIT has recently improved both planning and monitoring of the implementation of the budget. Improved programming and planning includes a more rigorous assessment of all activities proposed with budget impact over EUR 50,000. Additional planning documents have been introduced to ensure that needs of human and financial resources are well identified and available to implement all planned activities. Furthermore, the link between planned activities and resource allocation has been strengthened by linking the Annual Work Programme with the annual budget.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

Actions taken by the Agency to better manage procurement procedures:

In order to better manage public procurement procedures, the EIT has increased its efforts to better align its procurement practices to the applicable rules and guidance of the European Commission. This covers areas such as better analysing and estimating the needs of the EIT and the more appropriate monitoring of the implementation of contracts. Furthermore, newly recruited procurement staff started to systematically review the past and the ongoing procedures and took measures to better harmonise and control the procurement procedures. In addition, awareness has been raised among the EIT staff in order to reach a better understanding and knowledge of the procurement rules, for example through some targeted training.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

In order to increase the visibility of the EIT and its KICs' activities to EU citizens, EIT communications activities focus on furthering the understanding of EIT and KIC activities, the possibilities for cooperation as well as ensuring the wide dissemination of EIT good practices and lessons learnt. The activities, achievements and results of the EIT's work are available on the EIT website and this information is actively disseminated across the Institute's social

media channels. In addition, the EIT regularly organises different workshops, conferences and events targeted at different stakeholders. Furthermore, success stories are identified and published on the website to demonstrate the concrete results of the EIT activities.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

As of 2014 and in line with the legal requirements, a regular EIT Stakeholder Forum has been set up to facilitate interaction as well as mutual learnings with the wider innovation community. According to the Strategic Innovation Agenda 2014-2020 and the amended EIT Regulation, stakeholders will include organised interests, individual entities as well as other interested parties. The EIT is also committed to provide targeted public information on its activities in particular via its website in order to increase its democratic accountability and to further review its dissemination and outreach activities.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

As set out in the EIT Regulation, the EIT Governing Board is composed of 12 members providing a balance between those with experience in business, higher education and research. Thus, a balanced representation of stakeholders and their views will also be ensured in all strategic decisions of the EIT. Moreover, the EIT Governing Board has three representative members elected by the KICs from among their partner organisations, which also represent the three sides of the knowledge triangle. The KICs have a variety of partners representing all sides of the knowledge triangle. In the EIT's stakeholder forum, all key stakeholders of the EIT are represented.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

With regard to experts, the EIT recruits them for specific expert tasks as part of its annual programming and reporting. Experts generally render their advice in a personal capacity; however, conflict of interest policies for experts are in place to assess potential conflicts of interest and to take mitigating measures. The EIT's policy and procedures follow the provisions of Horizon 2020, e.g. the template H2020 contract and code of conduct is used by the EIT when experts are contracted. Potential conflict of interest is checked at various stages of the expert selection process and standardised declarations are requested from experts before contracting. If an actual conflict of interest is detected, the expert in question is replaced.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Input to and feedback on the EIT's strategy development and activities are crucial and this is why the EIT actively engages with its stakeholder community or stakeholders across the European innovation landscape. At the same time, mitigating measures have been put in place to avoid potential conflict of interest situations such as EIT Code of Conduct, annual conflict of interest declarations for Governing board Members and an EIT Policy on Speaking Engagements. The EIT also has a policy that it will not arrange for meetings with private sector stakeholders unless it has contractual relations with them. This is a powerful instrument to prevent lobbyists with commercial interest from approaching the EIT.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

At the first meeting of the selection committee, a declaration on the absence of conflict of interests is signed by each appointed Selection Committee member. Based on the declaration, the Appointing Authority decides on the appropriate measures to take, such as the amendment of the composition of the Committee, if necessary. Upon recruitment, the EIT verifies conflict of interest before the new staff takes up duty.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

At the end of 2013, the European Parliament and Council adopted legislative proposals for the EIT's Strategic Innovation Agenda (2014-2020) and the amended EIT Regulation, which will drive the future of the EIT. The new SIA and Regulation foresee an 8-fold increase of the EIT's budget and increase of the number of Knowledge and Innovation Communities (KICs) from three to eight. The focus in 2013 comprised the following priority areas:

1) Getting operationally ready by the end of 2013 to launch the Call for Future KICs in 2014; in particular the EIT developed selection criteria and the evaluation process (based on lessons learnt from the 2009 KICs Call); established a framework guidance to assist interested applicants to submit a proposal; organised thematic seminars and EIT Awareness Days; secured availability of an integrated IT platform for the submission and evaluation of proposals.

2) Consolidating the three existing KICs fostering their growth, impact and sustainability (including further guidance to KICs to prepare their business plans and reporting with appropriate accountability and risk management practices; ex-post audits and performance

and technical evaluations were carried out). The EIT strengthened support to the KICs by intensifying oversight of KIC Legal Entities, KIC partners and Co-location Centres.

3) Enhancing the EIT's impact by deepening and widening KICs' activities and reinforcing dissemination of good practices and novel models. In this regard, the EIT initiated in 2013 the preparation for a new outreach tool, the EIT Regional Innovation Scheme (RIS), which has become a core element of the EIT and KIC outreach activities as of 2014 as a result of the negotiations between the European Parliament and Council on the Amended EIT Regulation and EIT Strategic Innovation Agenda (SIA). The operationalisation of the scheme started in 2014 whereby through re-allocation of tasks and resources will have to be made available to implement this new task.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

(see above at 8.1)

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

While the EIT could cope with the implementation of the new tasks in 2013, the increase of the staff was not proportional to the increase in the budget.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

The EIT is still ramping up its operations to reach the planned level in the establishment plan by 2017. Priorities are revised annually to establish negative priorities, if required, to secure successful delivery on core business.

The following initiatives were taken in 2013 to increase efficiency:

- Programming was improved as part of the Annual Work Programme
- Internal mobility ensured that resources are focussed on core business
- The internal audit capability was established and staffed to audit internal procedures and help to increase efficiency
- A simplification agenda was established

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Externalised activities at the EIT are either subject to procurement procedures or expert selection procedures. In both cases, the provisions of the Financial Regulation and the EIT Financial Rules are complied with and the EIT follows the specific guidance (e.g. Procurement Vade-mecum) and templates of the Commission. The actual need for externalisation is verified beforehand, in light of the capacity of the EIT staff and the tasks/needs laid down in the respective Annual Work Programme, the SIA and the TWP. In addition to the above, some functions are externalised to the Commission, e.g. the PMO

function and Internal Audit Function which are regulated with a service level agreement/charter co-signed by the EIT and the Commission.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

The EIT can confirm that all externalised activities are either subject to procurement procedures (i.e. use of available framework contracts of the European Commission, open or negotiated procedures depending on the maximum amount of the services and the nature of the services), or to expert selection procedures.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

0

The number of staff members that have participated in these events, where they took place and for how many hours:

0

List of the above-mentioned events:

N/A

Comments:

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

In 2013 there was no interim staff working at the EIT.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

N/A

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

Managerial positions:

Women: 1 (DE)

Men: 3 (ES, DE, FI)

Higher positions (at least AD8, not including the managerial positions):

Women: 1 (ES)

Men: 7 (2 PT, 2 IT, 1 DE, 1 ES, 1 FR)

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – Contract staff: EUR 552,265.27

Costs by provided service - Seconded national expert: EUR 42,799.54

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD14 (temporary staff)
- lowest income grade - FGII (contract staff)

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The office is provided to the EIT by the host country for free for 20 years (2010-2030). The modern office environment has many solutions to save energy in terms of electricity and heating. Facilities to recycle and dispose material in an environment-friendly way are available in the offices and building.

EMA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

EMA budget implementation has averaged at 98% over the past five years, supported by a detailed 'bottom-up' planning and budgeting process and regular budget monitoring reporting throughout the year. As EMA is a partially fee-financed agency the fluctuating level of fee income is difficult to forecast with 100% accuracy, especially as the budgetary income can only be recognised when the cash is received. To mitigate this risk EMA has implemented a detailed fee forecasting and cash flow collection process, which is monitored by management on a monthly basis to identify and respond to potential deviations from forecast.

However, the fundamental issue of effectively managing two separate sources and uses of funds (EU contribution and industry fees) could only be fully addressed if EMA is allowed to report separately on budget implementation for fee-financed activities and non-fee-financed public health activities, i.e. an assigned revenue approach as is already in place in some other fee-financed agencies.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Actions taken by the Agency to better manage procurement procedures:

The Agency carefully and constantly monitors the status of all its procurement procedures. For example, it has a strategic three-year planning in place which is regularly updated and closely followed by its management. At the end of each procurement procedure the Agency conducts a lessons learned exercise to constantly improve its future tenders. The Agency is part of the network of procurement officers of EU Agencies which has recently produced guidelines on conducting of inter-agency procurement procedures, to improve efficiency and enhance the benefits of co-operation in procurement. The EMA has an advisory committee on procurement and contracts which has put in place more rigorous contract management reporting requirements in 2014 for its Authorising Officers. On a practical level, EMA plans to start using the e-Notices portal on Tenders Electronic Daily in early 2015 which will allow efficient management of its procurement procedures, with improved facility for answering questions from tenderers. The Agency has not been made aware of a parameter table produced by the Commission and would be interested to receive this in case it should help further enhance the quality of its procurement procedures.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

The Agency operates in an open and transparent manner and informs citizens regularly and continuously about its work. The proactive media dissemination strategy is one of the pillars on which the Agency's outreach to and visibility with citizens across Europe rests. The Agency sends press releases to a distribution list containing more than 2000 journalists. In 2014, this has generated over 30,000 media mentions of the EMA, reaching millions of citizens in the EU. The Agency also engages actively with the media. Senior EMA staff often takes part in broadcast interviews to raise awareness for the Agency among lay audiences.

The Agency is using a network of patients' organisations to disseminate information about new recommendations on medicines to patients across the EU. This helps the Agency to directly reach thousands of patients, providing them with useful and usable information on medicines.

Senior Agency staff members often take part in public panel debates, presenting EMA's point of view on an issue to new and often critical audiences. Examples from 2014 include the participation of the Agency's Executive Director in an EU ombudsman event organised on the International Right to Know day. Other examples include public seminars and hearings in the EU parliament.

The Agency is also engaging with EU citizens via social media, in particular its twitter channel. EMA has 15000 twitter followers, and numbers are still increasing. All news items, press releases or new publications are disseminated via Twitter.

Among a number of corporate reports, including its Annual Report, the Agency prepared a new brochure in 2014 on the EU regulatory system, which explains in easy to understand language how EMA works and interacts with its national counterparts.

In addition to its proactive outreach work, the EMA is also making efforts to ensure that the information it provides is findable by citizens when they need it. The Agency works on search engine optimisation (SEO) to improve how citizens find information about it when they search for it online.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

The Agency has a long experience of interaction with the civil society. The objective is to build transparency and trust with civil society through active engagement focusing on participation-consultation-information.

Participation: the civil society directly participates in the Agency governance through membership in the Management Board. In particular representatives of patients and healthcare professionals are members of the Board and have voting power in strategic and budget discussions, for example providing input and adopting the annual Work Programmes (including priorities and Key Performance Indicators), as well as the 5 year strategies (EMA road maps).

Consultation: Strategies and key policies (such as transparency policy, conflicts of interests) are systematically published for consultation and pro-actively discussed in specific workshops with representatives of the civil society prior to their finalisation.

Information: all strategies and key policies are published on the EMA website and are pro-actively disseminated through a network of organisations representing patients, consumers, healthcare professionals and civil society.

In addition the Agency has developed a concept of “public participation” which is believed to enhance the democratic accountability. For example the Agency has created specific fora with patients, consumers and healthcare professionals to discuss and debate on specific topics in relation with the Agency tasks. Another example is the involvement of patients and healthcare professionals in the scientific discussion taking place during the evaluation of medicines to make sure that the voice of those affected by the disease is heard.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

As users of the medicines that the Agency evaluates, patients and consumers as well as healthcare professionals are key stakeholders in the Agency's work and have specific knowledge and expertise to offer. The Agency is committed to maintaining and even further strengthening a strong working relationship with these groups and is interacting with a growing number of patients' and consumers' and healthcare professionals' organisations.

Patients and consumers / healthcare professionals are involved in a range of activities at the Agency, including:

- being members of its scientific committees and Management Board
- taking part in scientific advisory groups
- responding to specific requests from the Agency's scientific committees and working parties
- reviewing information on medicines prepared by the Agency
- being involved in the preparation of guidelines
- regularly taking part in Agency conferences and workshops.

The Agency engages with patients and consumers and healthcare professionals via a network of over 30 European patients' and consumers' organisations and over 20 European healthcare professionals' organisations. This ensures that the Agency has direct contact with a wide range of patients and consumers and healthcare professionals representing the needs and concerns of patients and consumers and healthcare professionals across Europe. All of these organisations are not-for-profit with a European Union (EU)-wide mandate. Some of them are umbrella organisations encompassing a number of smaller or national organisations, while others have a particular focus on a specific area.

Patients and consumers also interact with the Agency through the Patients' and Consumers' Working Party (PCWP). This working party consists of a core group of representatives from patients' and consumers' organisations that provide recommendations to the Agency and its

human scientific committees on all matters of interest to patients in relation to medicinal products. For healthcare professionals a Healthcare Professionals' Working Party (HCPWP) exists.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

An EMA policy on the handling of declaration of interests of Scientific Committees' members and experts already exists for several years and has been reviewed at regular intervals, the latest revision taking place in 2014. The scope of the policy relates to the handling of declaration of interests of Scientific Committee (i.e. the CHMP, CVMP, COMP, HMPC, PDCO, CAT and PRAC) members (including, where relevant, alternates) and experts involved in activities at the level of the Agency. Involvement in the Agency's activities means all activities carried out at the Agency in the context of the authorisation and surveillance of medicinal products for human and veterinary use. This includes meeting attendance, involvement in the scientific assessment and guidance development, as well as participation in inspections. The policy aims at ensuring that members and experts do not have any financial or other interests that could affect their impartiality. The 2014 version is based on the experience gained and on the outcome of an agency public workshop on conflicts of interests which was held in 2013. The aim of the workshop was to hear from various stakeholders on how to best achieve the right balance between ensuring the impartiality and independence of experts involved in the Agency's work, versus the need to secure the best-possible scientific expertise to continuously deliver high-quality scientific assessments. The 2014 revision of the policy has also taken into account the outcome of conducted ex-ante and ex-post controls. The revised policy will be implemented on 30 January 2015.

Transparency on conflicts of interests has been increased over time through the publication online of the declarations of interests of all experts (2011) and of their assigned risk level (2012). Electronic curriculum vitae are now requested from the experts on a yearly basis and also published online (2013). In addition, in 2012 the Agency has started to make public Scientific Committee meeting agendas and minutes (including information on declared conflicts of interests and resulting restricted involvement) in a stepwise approach for all its Scientific Committees. There is a system in place to record and verify potential conflicts of interest at the start of meetings.

A Breach of Trust procedure for Scientific Committees' members/experts has been developed and came into effect in 2012. This sets out how the Agency deals with incorrect or incomplete declarations of interests by experts and committee members.

A systematic, although restricted in scope, ex-ante control on the correct completion of the electronic declaration of interests (e-DoI) as submitted by the expert is being performed for all new appointed experts as from June 2013. The Agency has performed annual ex-post controls on handling of conflicts of interests since 2012.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

In 2013 EMA started to reflect on how to formalise better its interaction with Corporate Stakeholders (primarily Pharmaceutical Industry). This should result in a framework which describes the objectives and the terms of reference for the Agency's interaction with industry stakeholder groups active in the human and veterinary medicines fields.

It will formalise and structure the interactions to facilitate and streamline communications between the Agency and pharmaceutical industry associations in line with principles of accountability, transparency and broad representation.

Industry stakeholders are defined as organisations representing the pharmaceutical industry, including EU umbrella organisations of national pharmaceutical industry associations, which are affected or influenced by or have an interest in the actions and aims of the Agency, its projects or policies.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Declarations are completed and signed by all panel members at the beginning of selection procedures once the list of candidates is known. Mitigating action is taken to remove any conflict of interest during the selection process, e.g., refraining from marking, or replacement of the panel member, depending on the circumstances giving rise to the conflict. Action taken is recorded in the selection procedure minutes.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

Pharmacovigilance legislation (Regulations 2010/1235/EU and 2012/1027/EU, Directives 2010/84/EU and 2012/26/EU)

Due to absence of sufficient posts in the financial statement of the 2010 pharmacovigilance legislation, EMA needed to apply a phased approach to the implementation of this new legislation, EMA Management Board agreed to prioritise first on activities contributing to public health, followed by activities increasing transparency and improving communication, and followed by activities that simplify processes. As a result a number of activities, including further development of IT tools for the EU network and companies are still ongoing as:

- New functionalities in the Eudravigilance system;
- Development of a single PSUR repository;

- Literature monitoring by EMA for adverse reactions and entry in Eudravigilance;
- Development of a Single PSUR assessment for nationally authorised products;
- A programme for monitoring the effectiveness of risk minimisation measures;
- Holding public hearings;
- Development of the EU medicine portal.

Falsified medicines legislation (Directive 2011/62/EU)

The new legislation on falsified medicines became applicable on 2 January 2013. The Agency has not received any temporary agent posts for the implementation of the falsified medicines legislation; although it is recognised that falsified medicines are one of the key issues impacting on public health.

The legislation requires the Agency to cooperate with Member States to coordinate inspections in countries outside the EU. In order to do this additional resource and IT cooperation tools are still needed. This is critical to the efficient use of EU and international inspection resource, to ensure a wider range of sites are inspected with a risk-based approach and thereby improve and sustain actions to assure the integrity of the global medicines supply chain, on which the EU is increasingly dependent.

The new legislation introduces more stringent rules to improve the protection of public health with new, harmonised, pan-European measures to ensure that medicines are safe and the trade in medicines is rigorously controlled. In addition the Agency is increasingly involved in assisting Member State authorities in investigating cases where falsified medicines have been introduced into the supply chain.

Response to Anti-Microbial Resistance

In 2013 the Agency contributed to the European Commissions' 'Action Plan Against The Rising Threat of Antimicrobial Resistance', as well as global initiatives to combat antibiotic resistance, such as the Trans-Atlantic Task Force on Antimicrobial Resistance (TATFAR). In addition, specific activities were undertaken both in the human and veterinary areas:

- Encouraging the appropriate use of antibiotics is key in the fight against antimicrobial resistance. In this area, the Agency published the third report on sales of veterinary antimicrobials from the European Surveillance of Veterinary Antimicrobial Consumption (ESVAC), which is used by risk assessors and risk managers in Member States to inform antimicrobial policy and the responsible use of antimicrobials.
- The Agency also provided the first response to a series of questions from the European Commission related to the use of antimicrobials in animals and the potential impact of this use on human health and animal health.
- In 2012 the European Commission requested the EMA/ECDC and EFSA to produce a report analysing possible relationships between the consumption of antimicrobial agents and the occurrence of antimicrobial resistance in humans and food-producing species (JIACRA). The bulk of the work for this report was carried out in 2013 and 2014.
- In addition, several guidance documents on antimicrobial medicines were developed to promote the appropriate use of veterinary medicines and a consistent assessment of the public health risk related to antimicrobial resistance.

Revision of Maximum Residue Limit (MRL) (Commission Regulation (EU) 470/2009)

Such revision involved a number of new responsibilities for the EMA including review of Codex MRLs for their suitability for adoption by the EU, establishing MRLs for biocides used in animal husbandry and a number of other activities aimed at improving the operation of the MRL system within the EU. No additional resource was provided to the EMA to carry out these activities which in 2013 resulted in a substantial increase in workload for the Agency largely due to the resource required for the preparation to process applications to establish MRLs for biocides. In addition, the Agency was required to provide the technical and scientific support to the Commission for the preparation of several implementation measures foreseen by the MRL regulation.

Guidelines on Variations to the terms of marketing authorizations (Commission Regulation (EC) No 1234/2008)

Establishment of working groups in charge of the implementation of the updated Variations Guidelines at the EMA level, to ensure that the necessary internal and external guidance was available for the EMA staff and stakeholders in advance of the entry into force of the revised guidelines on 4th August 2013, including organisation of internal training sessions. In addition, the relevant chapters of the EMA post-authorisation procedural advice for users of the centralised procedure were also updated.

EMA coordinated also a proposal for the update of the Notice to Applicants variations application form, in liaison with the CMDh, and ensured that an electronic version of the application form and the catalogue of variations were also available in advance of the application of the revised Variations Guidelines.

Additional workload in the context of medicines development and evaluation

The following areas saw increase in workload and volume, but were not supported by increase in EMA staff resources:

- Increase in post authorisation activities including variations, PSURs, pharmacovigilance, inspection and other activities
- Continued increase in procedures and applications in a number of areas, such as orphan designation and scientific advice.
- Increase in the number of registered SMEs and improving the required support to these enterprises.
- Workload increase in the area of inspections, especially considering the high focus on ensuring quality and safety of clinical trials as well as supply chain continuity.
- Continuous demand for more transparency in the Agency's work and outputs including increase of access to documents requests.

The Agency receives the fees for core activities. However, the Agency is put in a position where these fees cannot be used to recruit additional temporary staff to carry out work. As a result the Agency is forced to use contract agent staff for key positions where staff work with highly specialized processes and information. However, the turnover of this group is significantly higher due to less attractive position of contract agents. This high turnover results in reduction in efficiency due to the loss of knowledge and constant need to retrain new staff.

All the tasks described above are required by legislation.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

- Pharmacovigilance legislation (Regulations 2010/1235/EU and 2012/1027/EU, Directives 2010/84/EU and 2012/26/EU)
- Falsified medicines legislation (Directive 2011/62/EU)
- European Parliament resolution of 12 May 2011 on Antimicrobial Resistance /European Commission Action plan on Antimicrobial Resistance
- European Commission Regulation (EU) 470/2009
- Guidelines on Variations to the terms of marketing authorizations (Commission Regulation (EC) No 1234/2008)
- Existing legislation remains applicable for the other core activities listed above

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

The Agency defines "new tasks" as those newly added or significantly expanded by new or revised legislation.

Due to insufficient resources, the EMA needed to apply a phased approach to the implementation of pharmacovigilance legislation. Delayed implementation may pose a risk to public health since these new tasks relate to safety monitoring of medicines.

Similarly, insufficient oversight of medicines supply chain increases public health risks from potential use of falsified medicines.

With respect to the ESVAC project that is included as part of the Commission Action Plan on AMR, the Agency has funded this activity in its entirety from within its own budget. The overall increase in work related to AMR has been delivered through re-allocation of existing resources, through securing the services of detached national experts and through the employment of contract agents.

To cope with the growing workload the Agency constantly reviews its priorities. In some cases certain tasks either had to be delayed or delivered by less qualified and experienced temporary staff, thereby exposing the agency to an increased level of risk (as recorded in the agency risk register). However, EMA must continuously ensure evaluation of new medicines, as well as high quality supervision of authorised medicines (inspections of manufacturing sites to ensure high quality of medicines, and pharmacovigilance being paramount activities).

Thus, it is important to ensure that the Agency has the necessary means to continue to deliver scientific opinions which are of high quality from scientific, regulatory and procedural point of view, throughout the lifespan of medicines.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

As part of its continuous improvement efforts, in 2012 the EMA initiated a cross-Agency exercise (Review and Reconnect programme) with the aim of increasing the efficiency and effectiveness of the operations of the Agency and better aligning internal processes and work-practices, and mitigating the risk of not delivering tasks allocated to the Agency due to insufficient resources.

In 2013, a number of proposals delivered in the analysis phase of Review and Reconnect were approved and entered into design and should result in a revision of all business processes relating to the authorisation and supervision of medicines. The implementation of these began in 2014.

A revision of the organisational and governance structures also took place in 2013, in support of the goals of the Review and Reconnect programme. As a result, a new operating model for how medicines are managed through their entire lifespan at the Agency was introduced, with separation of the scientific and procedure management. With the increasing number and complexity of applications being handled by the Agency's committees, this is expected to reinforce the robustness and quality of the Agency's output and allow development of greater specialities able to better respond and support the work of the committees.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Members of the EMA's committees and experts responsible for evaluating medicinal products rely on the scientific evaluation and resources available to national competent authorities (NCAs). Each NCA monitors the scientific level and independence of the evaluation carried out.

Member States transmit to the Agency the names of national experts with proven experience in the evaluation of medicinal products who would be available to serve on working parties or scientific advisory groups of the Scientific Committees together with an indication of their qualifications and specific areas of expertise

When an EMA committee is required to evaluate a medicinal product, it appoints one of its members to act as rapporteur, taking into account existing expertise in the Member State. For certain procedures, the committee also appoints a 'co-rapporteur' to consider the matter in parallel to, and independently from, the rapporteur. The Rapporteur (and Co-Rapporteur as required), are supported by assessment teams to provide the necessary expertise and resources. Rapporteurs and assessment teams are selected based on criteria aimed at ensuring the high quality of scientific assessments and an effective use of resources.

The role of the rapporteur is to perform the scientific evaluation and to prepare an assessment report to the Committee according to the timetable agreed for the evaluation procedure, taking into account the timeframe laid down in the relevant legislation. Scientific assessment work conducted by the Committee is subject to a peer-review system to safeguard the accuracy and validity of opinions reached by the Committee. The Agency's integrated quality-management system ensures effective planning, operation and control of the Committees' processes and records. The Committees adopt a scientific opinion or recommendation.

The provision of services by the NCAs to the Agency is covered by a Cooperation Agreement between the European Medicines Agency and the respective NCAs, which includes key performance indicators (compliance with the timelines) to monitor the quality of the Services.

The EMA financially remunerates the NCAs for work carried out on behalf of the EMA committees (e.g. as rapporteurs or experts), in the framework of Fees payable to the European Medicines Agency.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Regulation (EC) No 726/2004 of the European Parliament and of the Council of 31 March 2004 “laying down Community procedures for the authorisation and supervision of medicinal products for human and veterinary use and establishing a European Medicines Agency” states that: “Members of the committees and experts responsible for evaluating medicinal products shall rely on the scientific evaluation and resources available to national marketing authorisation bodies.” Therefore, Rapporteur activities are not subject to a procedure call but are appointed, based on criteria aimed at ensuring the high quality of scientific assessments and an effective use of resources, from resources available to national marketing authorisation bodies.

Staff

Question 12. Staff cuts which apply to all EU institutions also apply to the agencies. How has the Commission been ensuring that the newest agencies which are still in their “growth” phase will have the capacity they need to carry out the tasks allocated to them? As not all agencies are in the same state of maturity, what allowance is made for this?

Answer:

The European Commission has a very narrow interpretation of the Budgetary Authority’s request to reduce staff by 5% over 5 years. As such the European Commission sees all EU Agencies as one single entity and in order to achieve a 5% reduction for all Agencies a separate 5% reduction is applied for the creation of an employment pool to be able to allocate staff for newly established or new task agencies. The legal service of the European Parliament has challenged this view and stated that the staffing needs of each agency need to be reviewed individually and that for staff not financed by the EU contribution, such reductions should not be applied.

At EMA 90% of its staff is financed by fees from pharmaceutical industry for requested services and only ~10% of the posts are financed by EU contribution. However the European Commission in their long-term perspective applied the reduction to all posts. This means that EMA services to industry are jeopardised as a whole.

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Reason for Trip	Trip Destination	Start Date	Days	Value from closed expenses (SAP TV PR05)	Reimbursement paid to staff (consumption of FC)	Travel cost (if paid by travel agency) (consumption of FC)	Total cost (consumption of FC)
Patients' Interaction Conference	Rome	07/02/2013	4	€ 374.95	€ 374.95	€ 0.00	€ 374.95
Meetings with MEPs	Brussels	09/01/2013	1	€ 125.00	€ 122.96	€ 405.37	€ 528.33
HMA Presidency meeting combined with	Dublin	29/01/2013	3	€ 312.63	€ 312.63	€ 0.00	€ 312.63
MPA Visit combined with Mission 140	Stockholm	31/01/2013	2	€ 299.09	€ 299.09	€ 1,050.10	€ 1,349.19
Heads of EU Agencies	Brussels	14/02/2013	1	€ 64.40	€ 64.39	€ 281.95	€ 346.34
DIA EuroMeeting Amsterdam 2013	Amsterdam	06/03/2013	1	€ 146.23	€ 146.23	€ 0.00	€ 146.23
ENVI Workshop on medical devices, European P	Brussels	26/02/2013	1	€ 118.00	€ 118.00	€ 366.88	€ 484.88
EMA Review & Reconnect	Utrecht	15/03/2013	1	€ 132.63	€ 132.63	€ 343.05	€ 475.68
Hever 18 Conference	Washington	03/05/2013	4	€ 319.01	€ 319.00	€ 3,086.08	€ 3,405.08
ALTEMS Graduation Day Alta Scuola di Economi	Rome, Italy	10/04/2013	4	€ 270.69	€ 270.70	€ 0.00	€ 270.70
EFPIA Board meeting	Brussels	14/04/2013	1	€ 191.40	€ 191.40	€ 156.10	€ 347.50
CANCELLED: AIFA meeting	Rome	12/04/2013	2	€ 0.00	€ 0.00	€ 0.00	€ 0.00
72 HMA Meeting	Dublin	23/04/2013	3	€ 449.42	€ 449.42	€ 438.28	€ 887.70
Meeting with MP	Brussels	15/05/2013	1	€ 145.20	€ 145.20	€ 136.26	€ 281.46
ICMRA meeting	Rome	15/05/2013	3	€ 231.93	€ 231.93	€ 536.72	€ 768.65
CANCELLED DIA 2013, 49th Annual Meeting	Boston	22/06/2013	5	€ 0.00	€ 0.00	€ 2,931.49	€ 2,931.49
PGEU	Rome	16/06/2013	3	€ 261.19	€ 261.19	€ 0.00	€ 261.19
CANCELLED Heads of EU Agencies meeting	Brussels	30/05/2013	1	€ 0.00	€ 0.00	€ 247.75	€ 247.75
AESGP	Lisbon	06/06/2013	2	€ 275.11	€ 275.11	€ 0.00	€ 275.11
CANCELLED Aspen Seminar for Leaders	Venice	12/07/2013	3	€ 0.00	€ 0.00	€ 438.29	€ 438.29
Meeting with Commissioner Borg	Brussels	20/06/2013	1	€ 196.28	€ 196.28	540.38	€ 736.66
IDRI	IDRI, Seattle	24/08/2013	5	€ 311.43	€ 311.43	€ 0.00	€ 311.43
Ensuring the Safety and Quality of the Global Sur	Washington, DC	16/09/2013	4	€ 393.78		€ 3,567.76	€ 2,421.13
HMA	Vilnius	09/09/2013	3	€ 452.42	€ 452.42	€ 130.63	€ 583.05
China/ EC / EMA meeting	Brussels	25/09/2013	2	€ 500.31	€ 500.31	€ 332.74	€ 833.05
Medev Meeting, Rome september 16th	Rome	15/09/2013	3	€ 353.39	€ 15.41	€ 337.98	€ 353.39
ANSM Round table	Paris	15/10/2013	1	€ 94.76	€ 94.76	€ 256.46	€ 351.22
41° CONGRESSO NAZIONALE SIM	Riccione	13/10/2013	2	€ 158.01	€ 158.01	€ 0.00	€ 158.01
1st meeting of the HTA Network	Brussels	15/10/2013	2	€ 464.36	€ 464.37	€ 269.64	€ 734.01
ENVI Committee hearing	Brussels	04/11/2013	2	€ 282.44	€ 0.00	€ 0.00	€ 282.44
IMI Regulatory Summit	Brussels	29/10/2013	2	€ 201.74	€ 0.00	€ 0.00	€ 201.74
68 Congresso Nazionale FIMMG	Rome	07/11/2013	2	€ 324.49	€ 0.00	€ 0.00	€ 324.48
Advanced therapies mtg + Heart failure workshop	Pisa and Rome	21/11/2013	5	€ 557.03	€ 557.03	€ 247.75	€ 804.78
Meeting with Comm.Borg, Malta	Malta	28/11/2013	2	€ 439.19	€ 439.19	€ 210.45	€ 649.64
International Summit 2013	Amsterdam	03/12/2013	3	€ 523.07	€ 523.07	€ 369.57	€ 892.64

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

In the context of the EMA reorganisation a series of workshops were arranged.

A total of € 6608 was spent on these events. A total of 76 staff took part in these events, with a combined total of 344 staff hours

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

In 2013 there were 33 FTE Interims. The longest interim serving in 2013 was for the period of 2 years, 8 months and 5 days.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

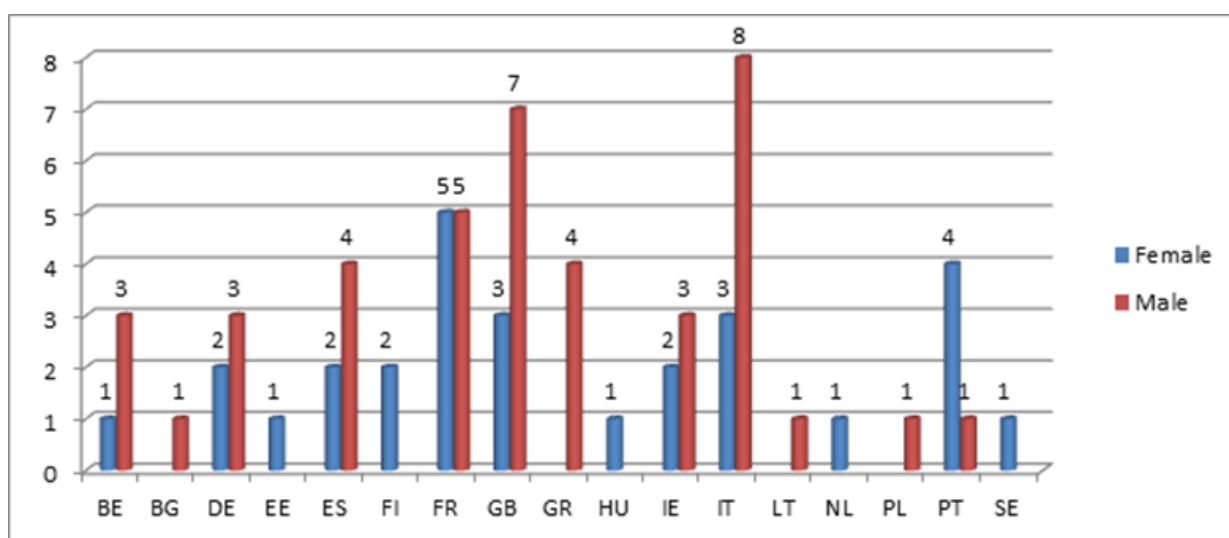
(see 15.1)

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

28 woman have been working in 2013 in a managerial position and higher (starting with AD6 grade minimum required for Head of service) compared to 41 men (40% woman/60% men).

Attached report and data table



Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

The costs for services of Interim staff amounted to € 1,716,475, the costs for services from Seconded National Experts totalled €1,964,051. Both interims and Seconded National Experts were involved in operational activities.

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD15
- lowest income grade - FGII

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? N/A

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: - N/A

Question 24. Which rules are in place for the private use of these cars?

Answer: - N/A

Question 25. Which rules exist for the drivers if they are off duty?

Answer: - N/A

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: N/A

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

As part of relocation to new premises the Agency was conscious to include environmental objectives. The new premises were built with high consideration to materials (FSC – responsible wood resourcing - and low VOC – Volatile Organic Compound), environmentally friendly mechanical and electrical installations, transportation strategy, recycling targets, technologies for reduction of electricity and water consumption (green roof, solar panels, UV-panels and a grey water facility). The building is one of the most environmentally friendly in London and has an expected BREEAM-rating of 82.71%. The Agency has since many years a waste management plan and provides recycling bins throughout the floors and receives statistics on recycling rates monthly. All floors have meters for electricity-readings. The Agency has access to private bicycle-parking with adjacent changing facilities and showers to support a healthy lifestyle.

EMCDDA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Answer:

The actions the Agency has taken to improve budget implementation include: improved procurement plans, improved end-of-the-year procedure, reduced carry-overs, improved monitoring and reporting on budget execution.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Answer:

The actions taken by the Agency to better manage procurement procedures include: Procurement plans, standardised tools and procedures for procurements and contracts.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

The adopted EMCDDA policy to prevent and manage conflict of interest is going to be published on the EMCDDA website.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

For the preparation of its 2016-2018 strategy/work programme the EMCDDA carried out an extensive consultation of its stakeholders, target audiences and partners, including the relevant EU, national and international actors, the general public, professionals, researchers and representatives of the civil society.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Reitox National Focal Points and international organisations which are key partners of the EMCDDA participate as observers to the meetings of the EMCDDA Management Board and are involved in the preparation of the EMCDDA work programme.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Answer:

In line with the relevant guidelines made available by the European Commission, the EMCDDA policy to prevent and manage conflict of interest covers also this category of people.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer: n.a.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

The EMCDDA recruitment procedures require the provision of the declarations at stake and this requirement is regularly fulfilled.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

Which tasks were allocated to your Agency in 2013 without the necessary additional resources to deliver them?

The workload of the EMCDDA has constantly increased as a result of the dynamic evolution of the drug situation in the EU, which required developing new monitoring capacities and responding to an increased number of requests for support from the Member States, the EU institutions, as well as from other EU and international partners.

In particular, the implementation of the Early warning system (EWS) on new psychoactive substances (NPS) has been generating a substantial amount of extra work for the EMCDDA, due to the massive increase of the number of new drugs appearing on the market in recent years. The situation has become so dramatic that at this point, no additional workload can be covered by internal resources. As an example, 81 NPS were notified in 2013, i.e. 100% increase compared to 2010. For each new drug reported, the EMCDDA has to undertake extensive work in the form of evaluating the information reported, checking its current control status and whether it has therapeutic uses, and reviewing the scientific literature in consultation with external experts in order to assess the characteristics of the substance. All

the information concerning the NPS monitored so far is stored in the European Database on New Drugs (EDND); this tool, which is a critically important for the entire EWS network, including the Member States, needs urgent and important investments in order to accommodate the massive increase of the number of NPS explained above.

Furthermore, the new drugs recently identified are posing significantly higher public health concerns than before and therefore require more frequent Risk Assessment (RAs) exercises to be carried out by the EMCDDA Extended Scientific Committee. Each RA has important resources implications, especially if one considers the 12-week deadline required for this purpose by the Council Decision 2005/387/JHA on the information exchange, risk assessment and control of new psychoactive substances .

Another area which needed to be scaled up is the monitoring of drug supply and supply reduction interventions. The development of key indicators in the field of drug supply and supply reduction represents a priority at EU level (Action 16 of the EU drugs action plan 2013 – 16). The progress in this area, although defined as core priority, is largely dependent on the resources available.

Supplementary activities have been also entailed by the work with a new EU Member State (Croatia), whose Reitox National Focal Point is entitled to receive a grant from the EMCDDA budget.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

See the reply to question 8.1 above

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

Taking into account the budget constraints and in order to jeopardise its capacity for delivery, the EMCDDA implemented a series of measures aiming at increasing efficiency, which included, among others, a very strict prioritisation of its tasks, internal organisational readjustments and synergies with other EU agencies. As a result the EMCDDA significantly reduced its operational and administrative costs. At this point, the agency has no room for further adjustments, without affecting the quality of its work and ultimately its capacity to fulfil its legal obligations.

Acknowledging this alarming situation faced by the EMCDDA, during the EU budget process for 2014 and 2015, the European Parliament took position to keep the EMCDDA budget at the level of the one for 2013. However, the outcome of the EU budget process did not confirm this position and the EMCDDA budget ended up being cut by 4.9% compared to 2013. This reflected the highest budget cut (4.9%) of all agencies of 'Heading 3 – Security and citizenship' and of all 'cruising speed' agencies. This decrease came after several years with a stable budget during which the EMCDDA was forced to accommodate several rises in prices, increases in salaries, etc.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Answer:

The initiatives that the Agency took to increase efficiency can be resumed as follows: As it results from the EMCDDA past and present performance in the use of the assigned resources, the EMCDDA has been committed to constantly improve the effectiveness and efficiency of its activities and to maximise the use of its resources.

In 2013 and 2014 the EMCDDA pursued its action to further rationalise and reduce the running costs of its premises, namely by revising security, maintenance and cleaning services and by implementing measures aiming at reducing energy consumption. This was facilitated by the development of further synergies with EMSA, namely for the joint procurement of the aforementioned services, as well as by investing in solar shading, A/C switches in windows and an intelligent lighting system.

The optimization of costs related to services through joint tenders with EMSA in maintenance and security was completed in January 2014. The security services contract for 2014 showed a cost reduction of 24.469€ in comparison to 2013 (from 134.827€ to 110.358€). The maintenance contract for 2014 showed a cost reduction of 18.060€ in comparison to 2013 (from 84.938€ to 66.877€).

The cooperation and synergies with EMSA have been substantially intensified, on top of the cooperation/synergies resulting from the implementation of the agreement in force between the EMCDDA and EMSA to share the use of common areas in the compound where their headquarters are seated (namely canteen, underground parking, and conference facilities). Further cooperation and synergies are going to be developed, in a common effort to proactively exploit the opportunities provided by the geographical proximity of the two agencies, while safeguarding the autonomous legal personality and capacity assigned to each agency by the EU legislator. This development concerns in particular the joint procurement of shared services to increase critical mass and get better conditions (e.g. for cleaning, maintenance, security, canteen and cafeteria, but also travel agency, interim staff, medical services), the joint organisation of training activities of common interest for the staff of both agencies, and the sharing of some services/bodies, such as the EMCDDA medical officer (whose primary duties, as scientific analyst, concerns data analysis on drug prevention), the invalidity and disciplinary committees.

Furthermore, in the area of ICT further synergies to share infrastructures and costs for telecommunications and internet-based services were put in place in a joint effort with EMSA. In this framework, during 2014 the EMCDDA managed to save about EUR 12.000 and the target is to improve the savings in the area for 2015 to reach about EUR 37.000.

In this context the EMCDDA further reduced the staff assigned to administrative support activities, by reducing 1 AST in the area of HR management (in addition to the recent reduction of 1 AST and 1 CA FGIII in the areas of procurement and logistics), without affecting the required delivery and performance of the concerned services.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Processes and tools are in place to assess/verify the quality of the data collected by the EMCDDA from the National Focal Points of the Reitox network.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Each activity externalised by the EMCDDA is the result of an agreement(contract or grant agreement)which is concluded in accordance with the relevant provisions of the Financial Regulation applicable to the EMCDDA (for procurement/contract or for grant).

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

In 2013 the EMCDDA Director spent 29 days on mission. The total cost incurred by the EMCDDA for this purposed amounts to EUR 12,681.28. For more detailed information see the table sent to the Agencies's Coordination.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

- *The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: n.a.*
- *The number of staff members that have participated in these events, where they took place and for how many hours: n.a.*
- *List of the above-mentioned events: n.a.*
- *Comments: No events of this kind took place in 2013*

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

Two interim staff worked at the EMCDDA in 2013

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

Four months

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

Nine top/middle managers are male and one is female (this includes the EMCDDA Director, the scientific director and the heads of unit). The nationalities of this staff are as follows: 1 BE, 1 BG, 2 DE, 1 ES, 1 IT, 2 UK, 2 PT.

Furthermore nine heads of sector are female and two are male. The nationalities of this staff are as follows: 3 DE, 1 ES, 1 FR, 2 IT, 1 PT, 3 UK.

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

- Total costs – EUR 187,168.14
- Costs by provided service - EUR 53,760.46 for cleaning services and EUR 133,407.68 for security services

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- Highest income grade - AD6 for non-managerial positions and AD9 for managerial positions
- Lowest income grade - AST1

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

- Does your Agency have official car?
Yes.
- How many official cars including drivers does your Agency provide for personal use only? How many of these personal official cars are allocated respectively to Members of the agency an official, respectively? Which rules are in place for the private use of these cars? Which rules exist for the drivers if they are off duty? How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

The EMCDDA does not provide any official car for personal use.

Question 23. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

Further to the measures put in place to enhance efficiency (see at item 9.1 above, the EMCDDA has adopted an environmental policy which defines principles and objectives to

improve the EMCDDA environmental performance and reduce its negative environmental impact, in line with the growing need to preserve and improve the environment.

EMSA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

EMSA has a number of tools available for the regular monitoring of the budget implementation. One of the key elements is the monthly *Report on Budget, Procurement and Financial Management* which includes figures on budget execution, transfers, a posteriori commitments, late payments, negotiated procedures and procurement planning and monitoring.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

Actions taken by the Agency to better manage procurement procedures:

EMSA has established number of working practices aiming to better manage its procurement procedures. The Agency has implemented a detailed Procurement Manual and guidelines which include templates for all procurement procedures. The Procurement Manual establishes the internal rules concerning the launching, monitoring and conclusion of the most frequently used public procurement procedures in EMSA. Moreover, regular procurement training sessions are provided to all staff dealing with procurement. To ensure monitoring of the status of procurement procedures, EMSA has implemented a "Planning and Monitoring tool" which allows constant follow up of all planned and ongoing procurements and the implementation of contracts.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Having in mind the adoption of its new Communication Strategy (March 2014) EMSA has, during 2013, started to improve the classification of EMSA documents and publications using a web-portal approach that resulted in a more user friendly display. At the end of 2013 EMSA took also the initiative to prepare for its main documents to be part of the EU Open Data Portal. The Agency has also increased its portfolio of social media tools (FB, twitter, etc.) which have become more and more a way to target "interested" stakeholders. Similarly, a series of initiatives were engineered to target the Portuguese community (open day, etc.).

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

The activities of EMSA are –in general- very technical. Although EMSA did not take specific initiatives to address the wide public to request input in setting the priorities for the Agency’s activities, EMSA ensures regular consultations with stakeholders through their participation in surveys, workshops, trainings. In the course of 2014, in order to identify how well EMSA is meeting its strategic goals and develop actions for improvement, map strengths and weaknesses and target resources better, the Agency launched a stakeholder survey aiming to show how EMSA is perceived now and provide a qualitative benchmark against which progress can be assessed in the future. The survey was addressed to all EMSA stakeholders as well as the general public.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

The EMSA Founding Regulation sets principles for a balanced representation of stakeholders including industry representatives. Moreover, EMSA ensures regular consultation with stakeholders through their participation in surveys, workshops, trainings, etc. It should be noted however, that EMSA does not rely upon external experts who render their advice in a personal capacity for its operational activities.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency’s policy on conflict of interest with regard to experts: N/A

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

EMSA did not take specific initiatives related to contacts of the Agency with lobbyists. Due to the nature of its activities contacts with lobbyists are not part of the remit of EMSA.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Declarations on the absence of conflict of interest and confidentiality are signed by all the members of the Selection board at an early stage of each procedure. The recent audit performed by the European Court of Auditors on the annual accounts 2013 did not reveal any issues with recruitment procedures at EMSA.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

The Agency was established by Regulation (EC) 1406/2002 and subsequent amendments have refined and enlarged its mandate. The last amendment, which entered into force in January 2013, has further enlarged the Agency’s mandate, enhanced existing tasks and added new tasks. EMSA has been empowered to further assist the Commission and the Member States in its core tasks, to assist countries under the European Neighbourhood Policy, and to make broader use of its resources to help EU Member States respond to pollution caused by ships as well as respond to marine pollution caused by oil and gas installations.

Moreover, ancillary tasks have been introduced, with the possibility for the Agency to use its expertise and tools for other EU activities related to the Union maritime transport policy, together with the possibility for the Member States and the Commission to put forward specific requests for assistance. The implementation of these additional tasks is being addressed on a case-by-case basis and with an assessment of the direct impact on the resources of the Agency.

In general terms, the core and ancillary tasks assigned to EMSA by the co-legislator are very ambitious: not only has the Agency been entrusted with new fields of activities, but the existing tasks have been extended and enhanced. EMSA has not received additional resources for these new and extended tasks despite budgetary and staff cuts.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

The Agency was established by Regulation (EC) 1406/2002 and subsequent amendments have refined and enlarged its mandate. The last amendment, which entered into force in January 2013, has further enlarged the Agency’s mandate, enhanced existing tasks and added new tasks.

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

See previous answer

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

The Agency constantly aims and works continuously to improve its internal procedures in order to enhance efficiency and effectiveness and to ensure the best possible use of its human and financial resources. In particular, for the year 2013 the target was to reduce 1.5% of statutory staff whilst maintaining the quantity and quality of its output and the services delivered. The objective was achieved a.o. through efficiency gains in overhead/horizontal functions, the introduction of supporting electronic tools in the field of HR, the centralisation

of administrative procedures and efficiency gains through external cooperation. In addition to cooperation with other bodies and agencies on an operational level, EMSA also strives to achieve efficiency gains by developing synergies with other agencies on a horizontal level. The sharing of the Internal Audit Capability with EFCA in Vigo and enhanced cooperation in different fields with the EMCDDA in Lisbon capitalize on geographic proximity. Thematic working groups were set up with the EMCDDA in 2013 in relation to human resources, infrastructure and ICT and several joint initiatives have already taken place, such as joint procurements and joint initiatives in the field of HR for the staff of both agencies.

At Governance level, the establishment of the Administrative and Finance Committee (November 2012) allowed to enhance the efficiency and effectiveness of meetings of the Administrative Board, with greater focus on strategic orientations for the Agency's activities and discussions on substance, while the Committee reviews financial, audit related and technical agenda items in detail.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

The Agency has defined performance measures to verify and evaluate the performance of external activities.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

All externalised activities have been subject to a procedure call.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

<i>Date</i>	<i>Purpose</i>	<i>Duration</i>	<i>Total Cost (EUR)</i>
02/2013	EUROMARITIME 2013 (EMSA PRESENTATION REGARDING ENVIRONMENTAL PROTECTION)	1.5	660.74
02/2013	PROTECTION OF ARCTIC MARINE ENVIRONMENT MEETING	4.5	1,891.66
04/2013	MEETINGS WITH IMO,EIB AND EUROPEAN COMMISSION	4.5	3,189.47
04/2013	EUROPEAN MARITIME PILOTS ASSOCIATION	2.5	715.87
05/2013	EUROPEAN COMMISSION (DG ECHO)	4	1,720.12
05/2013	EUROPEAN COMMISSION (DG MARE)	3	971.53
05/2013	PRESENTATION OF EMSA AT THE EUROPEAN SEAPORTS ORGANISATION MEETING	4	923.21
06/2013	EQUASIS MEETING / KOREAN REGISTER MEETING	1.5	665.96
06/2013	EUROPEAN COMMISSION (DG MOVE)	2.5	1,061.31
09/2013	EMSA PRESENTATION AT TURKU UNIVERSITY / MARITIME ACADEMY AND TRAINING	2.5	992.32
09/2013	EMSA PRESENTATION AT THE BALTIC INSTITUTE	1	730.44
09/2013	EMSA PRESENTATION AT THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE	1.5	1,661.08
10/2013	EMSA PRESENTATION AT BRITISH PORTS EUROPEAN COMMISSION (DG MOVE)	3	1,362.86
10/2013	RUSSIAN MARITIME REGISTER OF SHIPPING / PROTECTION OF ARCTIC MARINE ENVIRONMENT MEETING	3	1,218.37
11/2013	EUROPEAN COMMISSION (CABINET TO THE COMMISSIONER FOR TRANSPORT)	1	280.00
11/2013	BALTIC SEA REGION COAST GUARD MEETING (EMSA PRESENTATION)	3.5	953.77
11/2013	EQUASIS MEETING AT IMO	1.5	522.28
12/2013	EUROPEAN COMMISSION (DG MOVE)	1.5	806.96

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: 11.700 EUR.

The number of staff members that have participated in these events, where they took place and for how many hours:

198 staff members. See below for details.

List of the above-mentioned events:

See below for details.

Comments:

In 2013 the Agency organised a team building day at Monsanto Park in Lisbon. This team building day which took one full day was attended by 198 staff members. The cost for this event was approximately 11.700 EUR. The event focussed on the re-establishment of a public space by planting trees and installing outdoor benches and tables. Part of the total cost (+- 7.600 EUR) of this event covered the purchase of these plants and furniture which are now being enjoyed by the Lisbon community.

In addition, the Agency organised 8 lunch time presentations outside core hours in which staff is invited to a small lunch following the presentation on issues of general interest for the staff. The Agency also organised one Christmas cocktail which took place after core hours and was attended by 190 staff members. The cost for this event totalled 3.700 EUR. In addition, the Staff Committee organised a Christmas activity (again after core hours) for which the total cost for the Agency totalled 975 EUR. 130 staff members participated in this event.

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

During 2013 the Agency did not employ any interim staff.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer: N/A

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

At 31.12.2013, the percentage of women working in managerial positions was 23% versus 77% men.

In the 23% (Female managerial positions), the following nationalities were equally represented: Italy, Spain and UK.

The following nationalities were represented for the managerial positions occupied by men (77%): 20% Germany, 20% UK, and 10% for Cyprus, Finland, Greece, Malta, Netherlands and Romania.

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs –

The cost for EMSA external employees in 2013 (Contract Agents) has been of approximately 865.000€

Costs by provided service -

- Function Group IV: Technical and Advisory tasks: 115.773€
- Function Group III: Financial, Technical and administrative tasks: 132.894€
- Function Group II: Clerical and secretarial tasks: 552.353€
- Function Group I: Manual and administrative support tasks: 64.309€

No interim staff was used by the Agency in 2013.

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD14
- lowest income grade - CA FG I

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car?

None of the Agency's vehicles are available for personal use of staff.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

None of the Agency's vehicles are available for personal use of staff.

Question 24. Which rules are in place for the private use of these cars?

Answer:

The Agency does not allow any private use of its vehicles.

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

EMSA employs one Contract Agent who besides his assignment as driver is also performing other duties in the area of Facilities and Logistics.

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: none

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

In 2013 several projects were undertaken in order to ensure cost-effective and environment friendly working place. Some of these projects focussed on improving the energetic efficiency of the building (E.g. installation of alternating light system whereby the energy costs were reduced) whilst others aimed to promote environmental conscience of staff (E.g. improvement of the existing bicycle stand and promoting alternative ways of transportation, the promotion of an environmental approach for recycling)

To achieve economies of scale and reduction of monthly fees joint procurements with EMCDDA were launched for security and maintenance services.

ENISA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency taken to improve budget implementation:

ENISA applies strict budget monitoring tools in order to optimise the use of budget within the financial year. ENISA has achieved a record of 100% commitment rate for the years 2010, 2011, 2012, 2014, while in 2013 0,5 million EUR were given to the Agency for a building project and they were carried over (by decision of the Management Board) and committed in 2014, reaching an actual commitment rate of 99,9%.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

ENISA has no issue in monitoring the status of procurement procedures and/or contracts implementation, as it has developed internal monitoring tools and databases.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

ENISA continues to improve the website and its content. ENISA is present in the most important events within our mandate to contribute to the visibility of the Agency vis-a-vis the EU citizens.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

ENISA does not communicate directly with EU citizens - the Agency works with the Commission and with multiplier organisations in the Member States. We have a highly structured work program development process, which is driven by input from our Permanent Stakeholder Group (high level industry representatives) and Management Board (Member State representatives and Commission). We believe that the current structure works well and captures key concerns from both the public and private sector. In addition, the process clearly gives rise to activities that are judged to be answering the concerns of the citizen. An example is provided by work package 2.3 of the work program for 2015, which is entitled 'Assist in improving awareness of the general public' and which reflects the input of the MB and PSG in this area.

Question 5. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders? What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

The governance structure of the Agency includes a Permanent Stakeholder Group (PSG - high level industry representatives) and a Management Board (Member State representatives and Commission). In addition, the new mandate requires the Agency to establish an Executive Board, which has been in place since the new mandate came into effect. The selection procedure for the PSG ensures that this group is a representative cross-section of EU private sector stakeholders.

Remunerated experts are taken on following a call for tender and associated review process. Non-remunerated experts are selected by taking their specific skill sets and knowledge into consideration for the particular project under consideration.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

The Agency regularly publishes on its website information regarding its activities in general. This includes selective information on attendance to conferences, visits and similar events. However, given the large and varied number of contacts with our stakeholder communities, we do not believe that this is feasible for all such contacts. Nevertheless, we believe that ENISA conducts its business in an open and transparent manner and have not felt it necessary to adopt further measures.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

ENISA had no observation from the court of auditors on HR recruitment procedures in the last years and this is a relevant indicator for the internal procedures. Nevertheless ENISA is developing new systems to improve efficiency and transparency in these procedures.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

ENISA has not been allocated sufficient resources to fully implement the tasks of its new mandate. The European Commission issued an Impact Assessment accompanying the

Proposal for a Regulation concerning ENISA. According to this assessment the Agency would deliver the expected output and achieve the respective impact with increased human resources which would gradually reach 99 posts in 2016 (72 in 2014 and 83 in 2015). According to the current version of the MSPP, ENISA will have 75 FTE in 2015 and 84 FTE in 2016. In addition, the new resources will be almost entirely Contract Agent positions, which do not meet the requirements of the Agency in terms of the complexity and type of work that needs to be carried out. Given the highly specialised work of the agency and the long training period associated with training security assessments, we need to recruit TA positions. This becomes immediately clear when it is realised that these staff will be expected to provide advice to long-standing industry experts - it is simply not credible to ask staff with a junior profile to take on such a role as they do not have sufficient expertise to respond to the issues that are likely to be mentioned in real-life dialogues.

The result of this lack of resources is that the work program is not able to accommodate many of the requirements of the Member States and private sector in its annual work program for 2015 and its multi-annual planning. In addition, we are unable to cover important areas of risk (such as mobile computing and the 'Internet of Things') in an adequate fashion. This lack of guidance may well lead to increased risks in the Member States and associated financial losses. Last but not least, we will almost certainly have to issue an amendment of the 2015 work program in order to take on tasks to support the proposed NIS Directive once adopted, as opposed to doing these tasks in addition to the planned work.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

ENISA finished 2013 with a ratio of 23% in Administrative vs Operational staff (*using European Commission benchmark methodology*) this is possible due to the internal tools and electronic workflows that are developed and lean administrative processes. ENISA is still improving the internal procedures and tools however the goal is to improve in quality and internal control, rather than reduction of administrative staff. The administrative staff is now at the limit, and if further reductions exist will potentially start to compromise compliance and the possible financial gain will be lost in associated risks.

Question 10. Commissioner Georgieva has undertaken to establish an Inter Institutional working Group on Performance. How will the agencies network be enabled to feed in relevant proposals to this work which should establish a commonly understood concept of what constitutes good performance and improved performance in what is actually delivered?

Answer:

Question 11. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities? Have all the externalised activities been subject to a procedure call?

Answer:

Work allocated to external parties is done through the standard procurement mechanisms in place in the Agency, using competitive tenders, which are evaluated using an internal review committee.

All deliverables produced by external parties are subject to a thorough review process involving several stages: (a) peer review within the appropriate community and the project manager, (b) review by the Head of Unit, (c) review by the Quality Manager, (d) final review by the Head of the Core Operations Department. This process is tracked closely using an in-house workflow-based tool, which makes reviewers comments visible to the other reviewers.

Staff

Question 12: Staff cuts which apply to all EU institutions also apply to the agencies. How has the Commission been ensuring that the newest agencies which are still in their “growth” phase will have the capacity they need to carry out the tasks allocated to them? As not all agencies are in the same state of maturity, what allowance is made for this?

Answer:

In the case of ENISA, we are convinced that further efforts need to be made if the Agency is to successfully carry out its tasks in the coming years. Not only do we have a problem with the number and type of resources at our disposition, it is also interesting to note the fact that the total budget of the agency has increased by only 31 % for the period between first full year of actual operations (2006) and 2014, while the budget allocated to operational activities (Title 3) in 2014 is lower than that of 2007 by 28%. This is astounding considering the increase in importance of cybersecurity over the last decade and the potential costs associated with security breaches in the EU.

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

The number of staff members that have participated in these events, where they took place and for how many hours:

List of the above-mentioned events:

Comments:

Question 15. part 1. How many interim staff was working for each respective agency in 2013? What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs

Costs by provided service

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade – AD14
- lowest income grade – CA FGI

Other comments

Question 19. Which initiatives have been taken to avoid overlap between the works of individual agencies?

Answer:

ENISA actively collaborates with other agencies that work in the same or related fields. In the case of Europol and the CERT EU, we have a place on their respective Steering Boards and we use our presence at these meetings to ensure not only that there is no overlap of work, but also that we exploit any available synergies by sharing useful results. Where other EU institutions and/or bodies are concerned, we achieve the same result through periodic meetings (e.g. with the JRC at ISPRA, the EDPS, EEAS, ...). This has proved to be a successful approach and we have collaborated on initiatives with all these institutions, thereby avoiding duplication of work.

Question 20. Agencies further improved their procedures by taking corrective action in response to the Court's comments from previous years. Nevertheless, there is considerable room for improvement, as indicated by the high number of comments made in respect of 2013. What future steps will therefore be considered?

Answer:

ENISA addressed all court comments and have exceptional report in 2013.

Question 21. When will the Agencies network be in a position to present a response on behalf of all agencies on how they have addressed the points raised by the Roadmap which emerged at the conclusion of the work of the last Inter Institutional Working Group?

Answer:

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car?

ENISA does not provide an official car for personal use. The Agency official car is used exclusive for office use (logistics, contacts with local authorities, representation) in Heraklion, where the seat of the Agency is.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

None

Question 24. Which rules are in place for the private use of these cars?

Answer:

N/A

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

N/A

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

None

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

Particular action is taken in order to address the main challenges related to achieving a sufficiently high level of payments under Title 3:

- 1) Studies: the Agency is using non-differentiated appropriations; the complete cycle of a study (including the procurement process) takes on average one year and a half; at least 50% of carry-overs are unavoidable; the weight of Studies in Title 3 is at least 1/5 of the Title;

For Studies, the Agency is trying to plan and launch the procurement process sufficiently in advance to sign the contracts as soon as possible and, in any case, before 30th September;

- 2) Translations: the Agency requests big translations from the Translation Centre which take time and the Agency is only invoiced when the job is done; the requests for translation depends on the time legislative acts are adopted and at least 50 % of carry-overs are unavoidable; the weight of translations in Title 3 is at least 1/5 of the title;

For Translations, the Agency was expecting an agreement from the Commission to allow the Translation Centre to invoice 80 % of all the requested/pending translations before the end of the year but this issue remains unresolved;

- 3) IT: IT systems for the support of the operations are being used/developed by the different units and any delay with the delivery or acceptance of a deliverable can have as a consequence that payments are delayed until the next year; the weight of IT in Title 3 is nearly 50%;

For IT, the Agency has modified the payment conditions of the contract to align them with the work effectively carried out by the contractor and accepted by the Agency.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: No automated tools in place

Actions taken by the Agency to better manage procurement procedures:

Formalisation of procurement procedures and monitoring and organisation of internal trainings.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

ERA has enhanced its public communication by firstly a regularly updated and well-used Agency website, further by using various communication means such as conferences, exhibition participations, regular e-newsletters etc.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

ERA is a business to business agency, citizen's input is conveyed to ERA via the stakeholders (i. e. among others the Representative Bodies, including organisations representing the interests of the EU citizens as railway passengers, freight customers, railway staff, people with disabilities,...).

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

The Agency's Founding Regulation explicitly formalises the inclusion of different type of stakeholders in the work of the Agency. Therefore, ERA has set up its working parties to develop its recommendations with equal representation of all recognised stakeholders. Additionally, a wide and enhanced consultation among the stakeholders for preparing the annual work programme is in place (first time in 2013 for the 2014 Work Programme).

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

ERA's main stakeholders/contacts, apart from the European Institutions, are recognised stakeholder organisations, National Safety Authorities and National Accident investigation Bodies. All their contributions to our work are public and the result of the work of the Agency is recorded in a publicly accessible manner.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

For all Selection procedures, the Chairperson of the Selection Committee (SeC) makes sure that each appointed member signs a “declaration of confidentiality and conflict of interest”. Each SeC member must declare all those candidates he/she knows in a professional and/or personal capacity by providing the nature of the relationship. If a member of the SeC is of the opinion that he/she cannot be impartial, he/she shall withdraw from the procedure. The Chairperson collects all the signed declarations and on the basis of his/her reading of them and a discussion with the SeC members, assesses if the declared relationship between one (or more) SeC member and the candidate(s) could affect the impartiality of the SeC. The Chairperson shares the information on the declarations with all the members of the SeC in order to improve transparency and awareness.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

No new tasks deriving from “new legislation” were allocated to the Agency in 2013, but there was a partially significant evolution in the volume of the tasks within the existing legislation (e. g. increased support to the European Commission for ERTMS, increasing number of opinions/advice to the EC,...).

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

n/a

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

n/a

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

There is no specific tool for measuring the efficiency gains in the Agency. However, the Agency has in place parameters of efficiency in the area of finance (e.g. payments). In addition, further key performance indicators for the Agency’s work have been adopted in 2013 for 2014 (see the Agency Annual Work Programme).

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

All externalised activities are subject to a proper procurement procedure and all payments deriving from the signed contracts are validated after a proper verification and acceptance

of the deliverables.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes, all externalised activities are subject to a proper procurement procedure.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

See separate table.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

The number of staff members that have participated in these events, where they took place and for how many hours:

List of the above-mentioned events:

Comments:

Away-days, outside meetings and team-building – 4 events - total of 150 staff members	€ 9,650
Summer event with families (day out in a park in the area - families are invited as no expat community exists around Valenciennes) - 110 people	€ 6,349
Christmas lunch for staff - 110 people	€ 8,505
Various events organized by the "ERA club" and supported by the Agency	€ 2,173
TOTAL	€ 26,677

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

ERA does not make use of interim staff

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

n/a

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

At the end of 2014, the senior management team consisted of one woman (IT) and six men (BE – IT – DK – DE – UK – UK)

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs –

Costs by provided service - Contract Agents: 600 K€, SNEs: 250 K€, resident IT consultants: 700 K€

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - TA AD14
- lowest income grade - CA FGI

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

ERA's Headquarter is in Valenciennes, France. The rent is particularly reasonable at around € 70 per m² per year.

In May 2013 ERA's management has issued ERA's policy and point 8 deals with Sustainability Culture: "Good sustainability practice is part of our policy in order to reduce the environmental impact of our activities". Sustainable culture is supported by sustainable practices rules that are in place since 2013. These rules promote responsible stewardship of resources and demonstrates leadership in sustainable business practices. The rules include elements from green building (water, raw materials, energy, air), transportation, virtual meetings, waste reduction and recycling, as well as green procurement.

ESMA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

ESMA has in 2014 run four budget reviews and replanification during the year whereas all Units / Division had to readjust their budget and eventually redistribute budget to align with new priorities and needs. This allowed ESMA to move from a 94% budget execution in 2013 to a 99% budget execution in 2014.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

Contract implementation e.g. management of end of contracts, management of ceilings and planning of renewal given length of procurement procedures were identified as to be improved at ESMA.

Actions taken by the Agency to better manage procurement procedures:

In 2015, ESMA will centrally monitor and check end of contracts and ceilings. The Finance team will send alerts to relevant project managers on due time to plan procurements to renew contracts when required (end of contract or ceiling reached). In addition, ESMA will further strengthen the procurement plan monitoring by holding a monthly follow up meeting with project managements and produce analysis report on eventual procurement delays.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

ESMA undertakes a number of initiatives to raise its profile across the European Union:

- An accessible website where it publishes all of its Board approved documents, as well as much of its correspondence with other public authorities;
- The distribution of news of its publications via a range of methods including press releases, publications on its website, social media and, RSS feeds;
- It distributes its publications to the national regulatory authorities of member states and encourages them to promote them to their audiences through their websites – particularly in relation to consultations where the views of all stakeholders are sought;

- It publishes warnings to investors about financial products or activities that could be detrimental to their financial well-being and translates these into all the official EU languages; and
- ESMA's Chair travels regularly to member states to deliver public speeches and also to meet with relevant stakeholders including consumers associations;
- It is part of the EU Agency Network which recently launched its Agencies Brochure at the European Parliament to raise the profile of the role agencies play in the European Union.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

ESMA's activities are determined by the legislative and regulatory programme devised by the European Institutions and is answerable to the European Parliament – therefore MEPs have a role in determining its priorities – and by the powers given to it under its founding Regulation.

ESMA ensures that all citizens have the chance to contribute and inform its decisions through a number of avenues, including open public consultations and hearings. All relevant information (including date and place of meetings, consultation, feedback documents etc.) are published on the ESMA website. For reasons of efficiency and according to its founding regulation, ESMA has also set up a Securities Markets Stakeholders Group (SMSG) which represent, in balanced proportions, financial market participants, small and medium-sized enterprises (SMEs), academics and consumers and other retail users of financial services. Each year, ESMA consults the SMSG on its draft working program setting priorities for its activities. Citizens may also directly ask question and queries to ESMA by email to info@esma.europa.eu; Finally, the Chair of ESMA is heard every year by the European Parliament at the occasion of a session open to the public.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

ESMA has published a policy on the renewal of its Securities and Markets Stakeholder Group (doc. 2013/703) which specifies the procedure to be applied by ESMA in appointing the Stakeholder Group, including fulfilling the obligations placed on ESMA under the ESMA Regulation Article 37. The Article specifies that the ESMA stakeholder group shall be composed taking into account the various professional categories indicated and ensuring an appropriate geographical and gender balance. ESMA therefore places particular emphasis on this requirement when suggesting seeking new candidates. ESMA has also made sure to follow the views expressed by the European Ombudsman regarding the more precise interpretation of geographical representation following the appointment of the first Stakeholder Group in 2011.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

Our response below should be considered having in mind that most of the expertise needed is met through recruitment of policy and supervisory experts, under different contractual arrangements (TA, CA, SNEs, and to a much lesser extent interim or trainees). All these in-house experts are subject to the Ethics guide and will be subject to the CoI policy for staff.

As for external experts, the SMSG is the closest group approaching the notion. For the SMSG, only short bios are published, not lists of interests. This is in line with the conclusions reached at the European Parliament workshop in February 2013, where the Ombudsman representative mentioned about stakeholders "There is a need for clarity as to whether people are appointed as representatives (in which case affiliation to particular interests is what they are there for) or as experts, in which case such affiliation may constitute a conflict." Members of ESMA's SMSG, as defined under ESMA Regulation Art. 37(2), clearly belong to the representative categories. The focus is therefore on ensuring the right balance within the SMSG (through a selection process and based on the ESMA Regulation) rather than individual conflict declarations.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

ESMA maintains a tracking database of its contacts with all of its stakeholders.

To foster transparency, all meetings of the Executive Director and the Chair are published on ESMA's website.

As part of the process of developing technical standards and guidelines, the outcome of public consultations is published on ESMA's website, providing transparency on the source of input and on how this has been taken account of.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Before the launch of any selection procedure, all Selection Committee members sign the declaration of impartiality, confidentiality and absence of conflict of interests. In line with the recommendation of the European Ombudsman, the names of the Selection Committee members are published on ESMA website.

In line with Article 11 of the Staff Regulations, since beginning of 2014 all selected candidates are requested to sign the "Declaration of interests before recruitment at ESMA" and declare any interests. The questionnaire aims to allowing the Appointing Authority to identify potential or actual conflict of interests in relation to the specific position offered and the appropriate measures to be adopted, if any.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

The EU institutions allocated new tasks to ESMA regarding the implementation of the Markets in Financial Instruments Directive and Regulation (MifID/MiFIR), CRA III Regulation, Market Abuse Regulation, CSD Regulation, Recovery and Resolution Regulation and Benchmarks Regulation. For most of them, the resources required for their implementation were only partially provided.

In addition the budget approved by the BUDG Committee for the extension of ESMA premises was not provided.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

See above

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

ESMA had to reprioritise his entire work programme and deprioritise the following to allow the Authority to deliver a part of its new mandate:

- a) No action on two Internal Audit Service recommendations: the implementation of the Business Continuity Plan and development of activity based planning and budgeting
- b) No more training courses funded by ESMA budget for national supervisors in 2015, as required by ESMA's founding regulation
- c) Reduction of planned IT programmes
 - Delay (do not begin in 2015) the OAM network project required by the Transparency Directive
 - Delay (do not begin in 2015) CSDR implementation project required by the CSD Regulation
 - Reduction in budget for data integration and analytics resulting in reduced capacity to analyse data
 - No budget for the Structured Finance Instruments (SFI) project required by the CRA Regulation.
- d) A reduction in the planned budget for databases for economic research, in line with the reductions planned for the data integration and analytics IT project
- e) A reduction in the translation budget meaning that some translation of guidelines may not be possible or will be postponed; instead a prioritised list will be drawn up.
- f) ESMA will no longer be able to use external support for cost benefit analyses (CBAs) and stress tests. This will certainly have an impact upon the quality of the work and may even mean delays in completion

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

ESMA entered into an agreement with ERA to share their Accounting Officer in 2012. The arrangement has continued on into 2013 allowing budgetary savings for both agencies, as well as a valuable sharing of expertise.

In 2013 ESMA centralised its procurement support to bring more of the procurement and contracting work into one specialised team. This has freed-up time from project managers and has improved the quality of ESMA's procurement procedures.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

ESMA is using external support for Cost Benefit Analysis and IT. For the IT systems, the contracts with the suppliers generally have KPIs set in the contract that the supplier has to deliver. On the CBAs, the reports provided by the suppliers are revised by relevant experts within ESMA.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer: Provided by email, as indicated

Destination of mission	Date of departure	Date of return	Duration of mission/days	Total cost/€
Brussels	23/01/2013	24/01/2013	2	616.52
Frankfurt	24/01/2013	24/01/2013	1	314.38
Brussels	31/01/2013	31/01/2013	1	254.56
Frankfurt	04/02/2013	04/02/2013	1	533.66
Brussels	06/02/2013	06/02/2013	1	252.86
Brussels	14/02/2013	14/02/2013	1	300.96
London	08/02/2013	08/02/2013	1	683.06
Brussels	18/02/2013	18/02/2013	1	269.56
London	26/02/2013	28/02/2013	3	729.26
Brussels	28/02/2013	01/03/2013	2	368.86
London	10/03/2013	11/03/2013	2	753.76
Brussels	19/03/2013	19/03/2013	1	550.06

Frankfurt	25/03/2013	27/03/2013	3	885.81
Dublin	10/04/2013	12/04/2013	3	953.50
Dublin	21/05/2013	23/05/2013	3	1,493.85
Brussels	23/05/2013	24/05/2013	2	198.68
Brussels	25/04/2013	25/04/2013	1	349.56
Frankfurt	06/05/2013	07/05/2013	2	801.06
Brussels	14/05/2013	14/05/2013	1	150.28
London	14/05/2013	17/05/2013	4	951.26
Brussels	30/05/2013	30/05/2013	1	237.68
Dublin	30/05/2013	31/05/2013	2	1,021.39
New York	09/06/2013	11/06/2013	3	6,362.79
Washington	11/06/2013	12/06/2013	2	
Frankfurt	20/06/2013	20/06/2013	1	588.28
Brussels	24/06/2013	24/06/2013	1	254.56
Frankfurt	27/06/2013	28/06/2013	2	687.88
Brussels	11/07/2013	11/07/2013	1	254.56
Madrid	14/07/2013	15/07/2013	2	801.86
London	22/07/2013	24/07/2013	3	812.65
Vilnius	11/09/2013	13/09/2013	3	1,895.37
Frankfurt	16/09/2013	16/09/2013	1	642.70
Luxembourg	17/09/2013	19/09/2013	3	2,403.56
Brussels	30/09/2013	30/09/2013	1	322.56
London	08/10/2013	09/10/2013	2	683.06
London	16/10/2013	18/10/2013	3	574.46
Vienna	24/10/2013	24/10/2013	1	1,068.27
Vilnius	06/11/2013	08/11/2013	3	1,100.73
London	11/11/2013	11/11/2013	1	652.76
Brussels	13/11/2013	13/11/2013	1	324.56
Frankfurt	09/12/2013	09/12/2013	1	529.66
London	11/12/2013	12/12/2013	2	753.76
TOTAL			76	33,384.60

**Other costs include daily allowance, hotel, city transports, taxi and possible registration fees*

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: 82131,41 €. The number of staff members that have participated in these events, where they took place and for how many hours:

ESMA hosted two types of away days in 2013:

1. One all ESMA away day, involving all staff members
2. Six Unit/Division away days (one for each Unit/Division)

Scope	Participants	Date (mainly between 9:30 - 22:30)	Number of participan ts	Location	Total cost

Authority	All ESMA	26.11.2013	130	Paris	53373.59
Unit	Credit Rating Agency Unit	05.07.2013	19	Paris	€ 5202.84
Unit	Economics and Financial Stability Unit	24.07.2013	10	Paris	€ 1217.45
Division	Investment and Reporting Division	14.06.2013	20	Paris	€ 5726.30
Unit	Legal, Cooperation and Convergence Unit	14.11.2013	17	Paris	€ 5277.73
Division	Markets Division	20.11.2013	23	Paris	€ 3695.50
Division	Operations Division	03.10.2013	31	Paris	€ 7638.00
Total					€ 82131.41

2013 was the year when ESMA staff grew from 100 to 160 staff. It was therefore thought that Away Days were required to ensure smooth integration of new comers and set up of a corporate culture. The costs of the each Away Day includes the organisation of training (executed by professionals) on topics such as 'improving communication, the strategy of ESMA, etc...' for all Staff as well as catering (lunch and a dinner).

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

ESMA employed in 2013 a total of 17 FTE of interim staff (administrative functions).

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest duration of an interim contract reached by the end of 2013 was 14 months, while the maximum duration of a single interim assignment under the French law is 18 months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

Split by gender and nationality of managerial positions (Chair, ED, Heads of Unit/Division):

	DE	ES	FR	NL	Total
F	1		1		2
M	1	1	2	2	6
Total	2	1	3	2	8

In addition, ESMA has team leaders that are allocated as follows:

F	5
M	8
Total	13

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – Total costs of interims in 2013 was 876.342 Euro. All interims provided administrative support.

Costs by provided service - Total costs of interims in 2013 was 876.342 Euro. All interims provided administrative support.

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - TA, AD 15 Step 3
- lowest income grade - CCA, FG II, Grade 4 step 1

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 13. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: - N/A

Question 24. Which rules are in place for the private use of these cars?

Answer: - N/A

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -N/A

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: N/A

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

ESMA is in an environmentally friendly building that respects the strict norm HQE (Haute Qualité Environnementale) e.g by strict automatized control of the usage of electricity, air conditioning and water.

In addition ESMA set up in 2014 a contract with a provider to:

- Destroy securely and recycle all papers. All ESMA papers are therefore recycled.
- Recycle cans, bottles and glass.
- Recycle cartridge toners, outdated IT equipment and furnitures.

The contract is cost-effective in the sense that the costs are partly funded by the sale of the raw material.

With the elements above, ESMA ensures to have a very effective and environment friendly working place.

ETF

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

The ETF has strong budget implementation as measured by the standard benchmarks (2013 commitment rate 99.8%, payment rate 87.1%, 11 budgetary transfers totalling 5.9% of the budget, carry forward 2013-2014: 12.7%).

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: N/A

Actions taken by the Agency to better manage procurement procedures:

The ETF has had no particular problems in recent years with procurement or contract management.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

In accordance with the ETF's communication policy, the general public is a key target for ETF communication activities. The first level of information on ETF's website is aimed at interested citizens and contains general information, concrete activities and results. The media is also a target group and a channel for communication due to its impact and multiplier effect. Moreover, the ETF uses other channels such as print and audiovisual media to disseminate the results and impact of its work and makes active use of social media to communicate to a wider and younger public. In 2015, the ETF will review the information on its website and other communication products to further highlight the impact of ETF's work on European citizens.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

The ETF's activities in its partner countries are guided by a biannual analytical review of the status and progress of vocational education and training each country. Known as the "Torino Process", this review is both participative and evidence-based. The objective of the Torino

Process is twofold: to acquire up to date knowledge about the policies and their results in a country; and to strengthen the ownership, participation and evidence-base of policy making to improve the performance of policies. The results are validated through stakeholder workshops organised jointly with national authorities and social partners in the partner countries.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Not applicable for ETF

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts: n/a

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Not applicable for ETF

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

In recent years, the ETF has had no particular issues with recruitment. Declarations of absence of conflict of Interest always provided.

In terms of recruitment procedure, please find it below in a nutshell:

- setting up of a Selection Assessment Board (SAB) representing the recruiting Unit/Department, HR Unit and Staff Committee representative that has to be approved by the Director;
- drafting of the vacancy notice and approval by the Director before publication;
- publication of the vacancy notice at least on the website of the ETF and on the EPSO website fixing eligibility and selection criteria (including competences needed and assets), indicating also and amongst other things the type and duration of contract and the recruitment grade; the name of the SAB members are published on ETF website since end 2014 (until then, only candidates invited for interview/written tests were informed of the names)
- questions for the interview and written test covering the specific competences in the area of expertise, general aptitudes, language abilities, knowledge on European integration and the institutions are prepared by the SAB with the support of HR recruitment officer before the distribution of the applicants name to the SAB;
- pre-screening of candidates' CVs on the basis of eligibility criteria mentioned in the vacancy notice is performed by HR recruitment officer;

- provision of the list of applicants to the SAB in order they compile the “conflict of interest” declaration form. This may lead to the revision of the composition of the SAB upon decision of the Director and on the basis of the declarations made in the “conflict of interest” form.
- screening of eligible candidates on the basis of CVs according to selection criteria mentioned in the vacancy notice is performed by the SAB to shortlist candidates and invite the highest scorers for interview/written tests;
- each time the SAB meets, minutes are prepared and included in the recruitment file;
- invitation of selected candidates for interview and written tests are sent;
- assessment of candidates by the SAB who then proposes a short list of potential successful candidates to the Director. The reserve list of most suitable candidates is established by the Director and any single appointment to a position is also decided by the Director;
- all candidates who participated in the interviewing/written tests process are informed in writing on the result of the selection procedure.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer: N/A

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

n/a

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

n/a

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

The ETF has implemented an integrated quality assurance and control framework with the adoption of its performance management framework in 2012. The Performance-based framework (PMF) was consolidated in 2013 both as a corporate approach to measure and manage performance and to identify improvement actions. The PMF represents the ETF institutional commitment to quality, transparency and accountability. In this context the ETF measures the achievement of its objectives through internal and external monitoring and evaluation exercises.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

The ETF implements its activities using its own staff supported where necessary by external service providers who work under the direct supervision of ETF staff.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer: N/A

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

The total number of mission days in 2013 for the Director was 87 for a total cost of 27,182.51 Euro.

Destination	Objective	Cost	Duration
Brussels	- EP EMPL Committee hearing on 2013 programmes and priorities of the Agencies, degree of implementation of 2012 programme. - Coordination meeting between DG Enlargement, DG Employment, ETF, OECD, WB and RCC on planned activities during 2013 in the field of employment, social inclusion, human capital development, innovation and competitiveness. - Intervention to IPA II conference	1,606.90	3.5
Brussels	- Meeting Committee of the Regions: CORLEAP - EU Neighbourhood Info Centre interview - ARLEM plenary session and meeting of its co-presidents	1,214.92	1.5
Rabat, Tangers, Paris, Brussels	- Meeting with Moroccan Ministerial and local Authorities; with Social representatives; with EU Delegation representatives; - Seminaire de restitution de l'etude sur le role des competences dans les phenomenes migratoires; - Interministerial meeting on NQF in Morocco; - Launching of Tanger project and meeting with local authorities; - Meeting with Unesco representative in Paris; - Advisory Committee on Vocational Training (ACVT) meeting + workshop on SMEs involvement in apprenticeship/Work Based Learning - Brussels.	2,952.74	10.5
Rome	Meeting with Italian MoFA representatives and meeting at LUISS University	623.5	2
Brussels	- ETF Governing Board Working Group on draft AAR 2012 and AAR Analysis and assesment; - ETF Governing Board Working Group on Mid Term Perspectives 2014-17, draft Work Programme 2014 and Roadmap of the EC for the implementation of the Common approach towards the EU Agencies; - Structured Dialogue (Coordination Meeting between Commission services and ETF: DG EAC, EAC, DEVCO and ELARG plus DGs EMPL, ENTR, HOME and EEAS.	2,477.57	3.5
Bucharest	UCESIF conference - "Séminaire Réseaux Sociaux et Jeunesse: dynamique du changement dans l'espace francophone" - Intervention on "Les réseaux sociaux et l'emploi des jeunes"	748.56	6
Dublin	- Meeting of Directors General for Vocational Education (DGVTE) meeting: "Quality assurance - a multi-faced concept"; - Preparatory meeting with IRE ETF Governing Board member in view of the IRE EU presidency in the 2nd semester	768.15	2.5
Thessaloniki	- CEDEFOP Governing Board meeting; - Coordination meeting DG EAC, CEDEFOP and ETF; - Intervention on "How can information on skill needs improve VET?" during CEDEFOP VET conference on "Renewing vocational education and training to tackle skill mismatch: work-based learning and apprenticeship for all?"	981.67	3
Bucharest	- Education Congress and Seminar on Innovative VET School Networks; - Meetings on Cooperation ETF-Romania on Social innovation and on Social Entrepreneurship.	588.71	3.5
Leipzig	World Skills Leipzig events (ACVT meeting, EU Launch of the european alliance for apprenticeships (EaFA)	1,255.62	3.5
Salzburg	Salzburg Global Seminar - International Study Program 54 - COLLEGES AND UNIVERSITIES AS SITES OF GLOBAL CITIZENSHIP - Intervention on "Multilevel Citizenship. A European Perspective"	446	2.5
Tunis	Conference by Union for Mediterranean on "Employment & Territorial Development" - Intervention on "How could SMEs development and private sector investments create local and regional champions?"	1,157.57	2.5
Brussels	- Enlarged ACVT bureau meeting; - EP-4agencies event on "The European Social Model, Key driver for competitiveness - The 4 Agencies' contribution; - various meetings with EC representatives	1,779.33	3.5
Brussels, Marseille, Salzburg	- ETF Governing Board Working Group on 2014 Work Programme, draft 2014 ETF budget Presentation of the draft estimate of revenue and expenditure and underlying general guidelines 2015, Mid Term Perspectives 2014-2017; - Structured Dialogue (Coordination Meeting between Commission services and ETF: DG EAC, EAC, DEVCO and ELARG plus DGs EMPL, ENTR, HOME and EEAS; - Meeting with EDPS; - Marseilles corporate event: "Policy Leaders' Forum on Public Management of Education, Training and Employment Policies in the Arab States of the Southern and Eastern Mediterranean – The culture of change, the change of cultures" - Commissioner Vassiliou participation and bilateral meetings with Arab ETF Partner countries leaders; - Opening at Euro Mediterranean Public Management Dialogue - EGPA (MED6); - 2012 Young Mediterranean Leaders initiative - Salzburg FRAME - Skills for the Future Project - Policy Leaders' Forum Western Balkans and Turkey	4,523.50	11.5
Bucharest	- 2nd Annual Forum of the EU Strategy for the Danube Region: Danube Strategy and Black Sea - Presentation of the ETF work at the ministry of Foreign Affairs - Preparatory work with Romanian authorities on NEETS conference	849.75	9
Tbilisi, Minsk, Vilnius	- Tbilisi - ETF conference on "Skills dimension of the EU's global approach to Migration and Mobility (GAMM)" - Meeting with EU Delegation - Minsk - Meeting with EU Delegation; Visit to the VET Resource Centre of Innovation Technologies in Machine Building and Metalworking Technologies; Round table discussion on the key issues of VET quality improvement and the main priorities of ETF support to modern skills development in Belarus; - Vilnius - DGVTE meeting and Preparatory meeting with LT ETF Governing Board member in view of the LT EU presidency in the 1st 2014 semester	2,775.83	11
Brussels	- Intervention on "Euro-Med regional cooperation in the field of qualifications" "Qualifications in the Southern Mediterranean: project to process" - Closing remarks to the First meeting of the EuroMed Strategic Committee - Meeting with DG EAC and 3 Agencies Directors - ETF regional project kick off - various meetings with EC representatives, ETUCE and Eurochambres	1,795.09	4.5
Rome	Meetings with ISFOL and Italian Ministry of Labour representative	637.1	3
	Total	27,182.51	87

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

In 2013 there were no All Staff away days or similar events for ETF staff.

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

N/A

The number of staff members that have participated in these events, where they took place and for how many hours:

N/A

List of the above-mentioned events:

N/A

Comments:

None

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

During 2013, in the ETF, 9 interim staff have been working with the following time frames:

2 interim staff for 2 months

2 interim staff for 4 months

1 interim staff for 4.5 months

3 interim staff for 6 months

1 interim staff for 8.5 months, which was the longest time frame

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

1 interim staff for 8.5 months, which was the longest time frame

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer: *Managerial positions in the ETF in 2013:*

Nationality	F	M	Grand Total
A	1		1
B	1		1
DK		2	2
E	1	1	2
EL	1		1
GB		2	2

NL		1	1
RO	1		1
Grand Total	5	6	11

Highest positions in the ETF (AD9 and above) in 2013:

Nationality	F	M	Grand Total
A	1	1	2
B	2		2
BG		1	1
D	2	2	4
DK		2	2
E	2	1	3
EL	1		1
FIN	1		1
GB	1	4	5
I	3	1	4
IRL	1	1	2
LV	1		1
NL	1	3	4
P	1		1
RO	1		1
S		1	1
Grand Total	18	17	35

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 260,400€

Costs by provided service :

- ETF receptionist costs in 2013: 43,724.92€
- Security/guards costs in 2013: 87,460€ (12,000€ linked to inspection services and 75,460€ for on-site surveillance)
- IT software developers costs in 2013: 129,215€ 5

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 14
- lowest income grade - Contract agent FGII 4

The grades in the ETF are as follows:

Contract type	Lowest grade	Highest grade
Local Agents	N2	N2
Contract Agents	FGII 4	FGIV 14
Temporary Agents	AST 2	AD 14

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: n/a for ETF. No official cars.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: n/a for ETF. No official cars.

Question 24. Which rules are in place for the private use of these cars?

Answer: n/a for ETF. No official cars.

Question 25. Which rules exist for the drivers if they are off duty?

Answer: n/a for ETF. No drivers role in ETF.

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: n/a for ETF. No official cars.

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The ETF has an environmental policy.

EU-LISA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency taken to improve budget implementation:

In our agency a comprehensive planning and reporting process has been implemented. It includes early involvement of stakeholders in planning process to ensure that needs are adequately reflected in the work programs and budget. Once budget is adopted its implementation is followed through monthly internal implementation reviews, which result in corrective actions to reflect changes in service demand through the year. At the same time budget implementation is reported to the management board on quarterly basis to ensure transparency and adequate information for decision making purposes.

We are looking for implementation of an end-to-end management Information System as a tool to strengthen further budget implementation.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: N/A

Actions taken by the Agency to better manage procurement procedures:

Our agency deployed comprehensive procurement management process. It includes an annual procurement plan which includes priorities, anticipated value and timeline for each procurement through the year. Progress is managed via regular monthly reviews and dashboard. Status of major procurements is reported regularly to the Management Board. At the same time eu-LISA runs annual lessons learned workshops where a recap of the past year with regards procurement and contract management activities, outlining positive and negative experience and considering relevant actions. Agency also exchanges good practices with other agencies.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Our agency developed an annual external communication plan. It involves different types of communication activities via different channels, most of them aiming to increase awareness of activities and contribution of the agency vis-à-vis EU citizens. Agency also provides regular press releases to relevant national and EU media with information re its activities or major events and achievements.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

Our mandate and nature of operations of the Agency do not suggest for direct input from the citizens in general. Priorities are set by the Member States via governance structure set in the establishing regulation.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Agency's governance structure set by the establishing regulation provides for balanced representation of its key stakeholders, the Member States. Agency also provides regularly information for its activities to the EP and the Council. In addition, agency runs annual events to meet other stakeholder groups which are not represented in its governance structure e.g. industry players.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts: n/a

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Not applicable for our agency

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Declaration of absence of conflict of interest is included in the our implementing rules for Article 110 of SR, adopted by the Management Board of the agency.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

In 2013 The Agency was asked to assume responsibilities for VISION (a consultation mechanism between Members States in process of issuing visas for 3rd country nationals)

and DUBLINET (a consultation mechanism used by the Member State for implementation of Dublin Convention). Although these were new tasks which were not part of the mandate of the agency no additional resources were provided.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

As a whole eu-LISA finds present definition of 'new' task not precise enough since it suggests that in order a task to be recognised as 'new' it should be included in the mandate of the agency. In reality most of the new tasks come on top of the legal mandate (at least this is the case with eu-LISA). Hence more precise definition will be required. In addition, each new or additional task should be assumed only after proper impact assessment and allocation of additional resources for its implementation, especially now in the context of staff reduction in the agencies.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

Additional working hours for existing staff, possible degradation of already established services, inability to deliver all tasks as planned in the annual work program. In addition, extra workload without adequate additional resources in place affects motivation of the staff and increases running costs of operations.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Not applicable for 2013, as we just started operation.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Not applicable for the Agency.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Not applicable for the Agency.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Mission date	Mission place	Ticket cost	Hotel cost	Per diem
15-22 May	Vienna/Warsaw	850.00	264	345.5

28-30 May	Strasbourg	530.28	270	237.5
09-12 June	Strasbourg/Brussels	737.12	469	327.61
17-27 June	Dublin/Strasbourg/Brussels	1510.94	519	482.05
1-2 July	Strasbourg	763.16	116	142.5
9-10 July	Brussels	802.41	135	184
17-19 July	Vilnius	325.53	0	0
21-25 July	Sofia	871	0	290
12-15 Aug	Strasbourg	442	159	237.5
3-6 Sep	Brussels/Darmstadt	1093.16	384	415.43
20-24 Aug	Strasbourg/Sofia	947.73	178	264.05
11-Sep	Brussels	576	0	92
16-20 Sep	BCU, Austria/Vienna	1057	420	475
23-24 Sep	Brussels	646.41	140	138
07-Oct	Brussels	511.41	135	92
15-17 Oct	Valenciennes/Paris	576	208	237.5
27-29 Oct	Warsaw	723.21	208	216
13-15 Oct	Sofia	696.36	0	116
10-12 Nov	Barcelona	427.37	340	261
18-22 Nov	Brussels/London	800	240	399.05
4-5 Nov	Strasbourg	497.16	113	0
2-5 Dec	Strasbourg/Brussels	736.04	366	327.58
83 days	Subtotal	15,270.29	4,664.00	5,280.27

TOTALS

22 MISSIONS

83 DAYS

25,214.56 €

Please note that the above missions cover period May-December 2013, when eu-LISA gained its financial autonomy and was responsible for financial issues and is in possession of missions documentation

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:

Total costs in 2013: 32,725 EUR

The number of staff members that have participated in these events, where they took place and for how many hours:

List of the above-mentioned events:

List of events:

- Local Cultural Exploration Event in Strasbourg
- Staff workshops
- First anniversary of the Agency celebration
- Christmas Party in Strasbourg
- Christmas Party in Tallinn

Comments:

None

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

2 interimeres and one short term AD5 – all working in Brussels to support procurement operations.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

Not applicable

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

Agency's management team consists of 2 heads of departments and 5 heads of units (Executive Director excluded). Out of these 7 managerial posts 3 are held by women. Breakdown by nationality is:

HoRAD – Male, PL

HoOpsD – Male, FR

HoGCU – Female, EST
HoHRTU – Female, LIT
HoAMU – Female, ROM
HoInfrMU – Male, GER
HoBFU – Male, IT

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 151,994 EUR

Costs by provided service - Total Costs in 2013:

- 4 CA – 126,884 EUR (31 721 EUR average annual costs)

- 2 SNE – 25,110 EUR (12 555 EUR average annual costs)

Services provided:

- SNE: Security, Home Affairs Policy Expert, Network Operations Expert

- CA: Finance Officer, Applic

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AST7 and AD14
- lowest income grade - AST2 and AD5

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? Agency did not have cars in 2013.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: None

Question 24. Which rules are in place for the private use of these cars?

Answer: None

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

Agency did not have cars in 2013.

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Agency did not have cars in 2013.

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

Agency comply with EU guidelines, specified in OIB

EU-OSHA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

1. Budget monitoring and implementation is a recurrent item for discussion at monthly meeting of the Management group. Discussions are based on a report produced in advance to these meetings.
2. Budget implementation has been established as one of the Agency performance indicators and reporting made to the Governing Board on regular basis.
3. Awareness to all staff and specific training.
4. ABB/ABM as from 2014.

Final implementation of Budget:

- Budget 2014 at 98,7%
- Budget 2013 at 98.9%

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Since 2012, several steps have been taken to further improve the planning and monitoring of procurement procedures:

- the operational procurement planning is prepared together with the Annual Management Plan;
- the close monitoring of its implementation is ensured at unit level as well as by the management group on a regular basis;
- A procurement manual and guidelines for contract management are being developed;
- A Finance and Procurement cross unit Project Team has been established to ensure harmonisation while continuing to operate on a semi decentralised organisational model.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

1. Running since 2000, the **Healthy Workplaces Campaigns** are one of EU-OSHA's principal tools for raising awareness amongst EU citizens of issues related to

occupational safety and health, and promoting the idea that good health and safety is good for business.

The campaigns are now **the largest of their kind in the world**. The campaigns, each of which is two years in duration, involve **hundreds of organisations** from all of the EU Member States, the countries of the European Economic Area, candidate and potential candidate countries. EU-OSHA makes **information, practical guides and tools, and publicity material freely available, translated into more than 20 European languages**. EU-OSHA also provides support for businesses and other bodies that want to organise awareness-raising events.

The campaigns have seen increasing levels of involvement since they began. EU-OSHA works with a wide range of partners, to help get campaign messages into Europe's workplaces. We work especially with our network of **national focal points**, which are generally the occupational health and safety authorities in each EU Member State. We also work closely with the **Enterprise Europe Network**, which provides advice and support on a range of issues to Europe's small and medium-sized enterprises.

EU-OSHA also encourages pan-European and international organisations to become **official campaign partners**, and commit themselves to promoting campaign messages internally and through their supply chains. Recent campaigns have seen record numbers of organisations signing up with more than 100 organisations actively supporting the current campaign '**Healthy Workplaces Manage Stress**'.

2. In addition, the Agency publishes **a multilingual website and monthly email newsletter both available in 25 language versions** and is increasingly active in social media such as Twitter and Facebook. The website receives some 4 million visits annually and the newsletter has over 67,000 subscribers.
3. As a member of the Napo consortium, the Agency is also a co-producer and distributor of cartoon films featuring the popular character of Napo. The films are not designed to provide comprehensive coverage of a safety and health topic, nor should they be seen as training or teaching films. The role of Napo and his friends is to provide an appetiser to occupational safety and health through their engaging characters, amusing story lines, and their humorous and light-hearted approach. "**Safety with a smile**" is **Napo's contribution to safer, healthier and better workplaces**. A spin-off initiative has been 'Napo for Teachers'.
4. Other awareness raising activities have included photo exhibitions and film screenings and debates co-organised with our national focal points in the Member States.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

EU-OSHA has a well-established planning and programming procedure involving inputs from a wide range of stakeholders – governments, trade unions, employers' associations and others. Furthermore, all significant activities go through an ex-ante assessment before it is

decided to implement them. A key part of this assessment is the identification of the needs among European citizens, workers, and workplaces and how the suggested activity may contribute to meeting those needs.

One of the measures to confirm that the priorities set by EU-OSHA match the needs, is a regular stakeholder survey. A stakeholder survey was carried out in 2014 with around 3.000 replies. The results were positive and gave detailed information on many aspects of the way citizens, workers, and workplaces regard EU-OSHA and how they use its work. This information is not only useful for accountability purposes but is also used for learning and for designing future activities meeting the needs of European citizens.

Question 5. Part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

EU-OSHA's governance structure includes the key stakeholders: European Commission as well as representatives of governments, trade unions and employers' associations from all Member States. However, the formal governance structure is complemented by other actions targeted at stakeholders, in particular close contacts with the European Parliament and strong representation in the Member States via EU-OSHA's focal point network. Each focal point runs a national network involving the key players at national level. This network is very valuable for ensuring effective implementation but also for transmitting priorities from across Europe to the Agency.

Question 5. Part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Answer:

Agency's policy on conflict of interest with regard to experts:

The key issue with regards to experts is avoiding that they are in a situation of conflict of interest. EU-OSHA manages this in the context of its conflict of interest policy available here: <https://osha.europa.eu/en/about/organisation/governing-board-procedures-and-meetings/conflict-of-interest-policy.pdf>

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

It should be noted that EU-OSHA does not have a regulatory role, nor does it manage major EU grants. The main issue is therefore related to the reliability of the information provided. The 2014 stakeholder survey showed that the information from EU-OSHA is seen as extremely reliable among all stakeholder groups.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Conflict of interest in recruitment is carefully considered at each step of the recruitment procedures, from candidates as well as members of the selection committee who are asked to sign a declaration on the absence of conflict of interest.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

The European Parliament decided on a pilot project on the Health and Safety at work of older workers, (see 04 04 16 Pilot project — Health and safety at work of older workers, OJ 29.02.2012, Chapter 0404—Employment, Social Solidarity and Gender Equality, II/230 - II/231). <http://bookshop.europa.eu/en/officialjournal-of-the-european-union-l-56-29.02.2012-pbFXAL12056/>)

EU-OSHA was delegated this project by the European Commission. While the delegation included funds to cover operational expenditures, staff and related resources have had to be found among the Agency’s existing resources.

Whereas this has obviously meant that staff had to be reallocated, EU-OSHA has made an effort to ensure synergies with other activities it is running. This has limited the impact on other activities. The most resource intensive activity of EU-OSHA is its two-year Healthy Workplaces Campaign. To make the best use of the resources available, it has been decided that the campaign theme for 2016-17 will be ageing workers, allowing the Agency to exploit the results from the EP pilot project.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

In line with the conclusion 40 outlined in the Joint statement of the IWG, the Agency has taken the necessary steps to implement an Activity Based Budget in 2014, in order to continue ensuring a close integration of its annual work programme and budget. After this first pilot year, EU-OSHA is intending to develop ABB/ABC and ABM along 2015.

Building on the findings of the evaluation of the Agency’s strategy, and the work that followed it, (particularly the new strategic programme), the Agency has decided to move to fewer larger projects. This leads to efficiency gains as regards procurement, contract management and production of publications.

Question 11. Part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

EU-OSHA uses two principal approaches to obtaining high quality externalised services in support of its operational activities.

A number of services are provided by other EU agencies or institutions including translation and publishing services with the Centre for Translation and the EU Publications Office respectively. The delivery and quality of these services are covered by Service Level Agreements signed between the Agency and the service providers.

Other externalised services are secured through public procurement and the quality of the services is evaluated ex ante during the procurement procedure, subsequent contract management and ex-post evaluations when appropriate.

Question 11. Part 2. Have all the externalised activities been subject to a procedure call?

Answer:

See above.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

EU-OSHA is meant to work with a large number of national networks and other stakeholders. Director's missions are essential for the delivery of the annual management Plan. The number of missions since Ms Sedlatschek has been appointed as EU-OSHA's Director, in 2011, is 80. The total cost of those 80 missions is estimated at € 88,953. This total cost includes, flights, accommodation and daily allowances.

Details (cost and duration) of the Director's missions in the year 2013 are provided in the table below.

Mission date	Cost per mission	Number of days of mission
14/01/2013	1,195.71	2
22/01/2013	1,176.19	2
05/02/2013	593.80	2.5
13/02/2013	1,105.59	2
25/03/2013	1,000.87	3
12/04/2013	906.97	2.5
28/04/2013	1,228.72	3
13/05/2013	771.28	2
29/05/2013	2,197.86	3.5
26/08/2013	1,587.67	4
03/09/2013	1,054.87	2
08/09/2013	1,721.10	2
23/09/2013	1,575.64	2
03/10/2013	682.56	2.5
08/10/2013	1,478.34	3
15/10/2013	2,005.98	5

03/11/2013	1,077.31	5
26/11/2013	2,902.25	6.5
	24,262.71	54.5

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

In 2013, EU OSHA organised a 2 days Staff seminar, outside the Agency premises (in Bilbao). The total cost including moderator, venue, IT equipment and 2 lunches amounted to: € 21,508. All staff were invited to participate and 64 staff members attended the 2013 seminar. This was the only event organised. Staff seminar are usually organised every two years and are proved to be very useful.

Question 15. Part 1. How many interim staff was working for each respective agency in 2013?

Answer:

On average, every year, interim staff working at EU-OSHA represent 2 Full Time Equivalent (FTE). Interim staff are to cover for some absence (maternity or parental leave, for example) and to help face peaks in work load (for example, during the removal to the new premises).

In 2013, the number of FTE provided by interim staff, as reported in EU-OSHA Multi Annual Staff Policy plan, was 1.8.

Question 15. Part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest time frame of EU-OSHA employee, in each category (contract agent and temporary agent) is as follows:

- One Contract Agent, previously employed as Local Staff on the first year of the establishment of the Agency, in 1995.
- One Temporary agent (AD), employed by the Agency as from 1997.

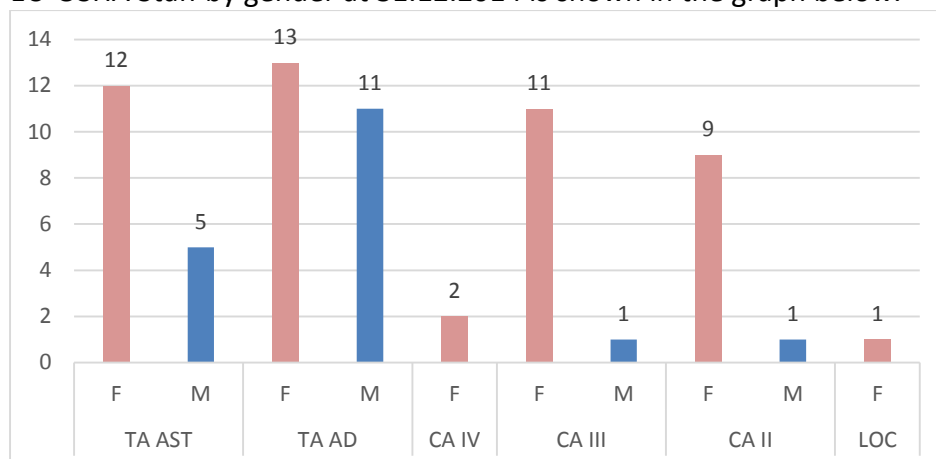
Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

Since September 2011, a female director (AT) has been leading the Agency and the management group is composed of one female (FR) and two male Heads of Unit (UK), apart from the Director.

The Agency has developed an equal opportunities policy that includes provisions for the preparation of an annual report on its implementation. Women constitute 72.73% of the total staff.

EU-OSHA Staff by gender at 31.12.2014 is shown in the graph below.



Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

In 2013, the Agency purchased the following services to 3 different external providers. Payments made in 2013 for these respective services are as follows:

- Security guards € 54,881
- Cleaning service € 59,076
- Reception service € 33,446

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

As per the Staff Regulations, and in line with the EU-OSHA Multi Annual Staff Policy Plan (MSPP) and establishment plan:

- highest income grade (basic salary 2013) :
AD14/03: € 14,953.62 € (Director)
- lowest income grade (basic salary 2013):
Contract agent FG II/0403: € 1,999.84

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car?

The EU-OSHA has one single car, but no assigned driver. The Agency's car is exclusively used for professional purposes and mainly, although not exclusively, used by the Director.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

N/A

Question 24. Which rules are in place for the private use of these cars?

Answer:

No private use of the Agency car is allowed.

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

N/A (as we do not have a driver)

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

N/A

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

The Agency moved to new premises as from 01.01.2014. Two objectives were set right from the outset of the new premises project and successfully met, reducing the administrative expenditure (ensuring cost effective working place), while at the same time improving the working conditions of the staff as well as of the very many experts participating in the Agency's meetings on site, and providing environmental-friendly offices and meeting room facilities.

EUROFOUND

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

EUROFOUND has a long standing record of full implementation of its budget (> 98%). This is achieved through regular and thorough budget reporting to management and several forecast meetings per year between the Finance unit and the budget-responsible units. Carry-overs are only significant in the area of operational expenditure (title 3) due to the multi-annual nature of most projects. With this in mind EUROFOUND developed together with the Court of Auditors the concept of planned and unplanned carry-overs. Planned carry-overs are unavoidable if the annual work programme gets implemented as initially planned. Unplanned carry-overs happen due to project delays or planning mistakes. EUROFOUND is fully transparent on both types of carry-overs.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: N/A

Actions taken by the Agency to better manage procurement procedures:

Eurofound has detailed manuals and procedures regarding procurement. For several years Eurofound did not receive any comment from the Court regarding procurement procedures.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Within the framework of its stakeholder management strategy, Eurofound communicates its work primarily to its stakeholders and primary target groups (policymakers) but it also informs the general public and European citizens through broadcast channels including the website, media, exhibitions, events and publications. Steps taken by Eurofound to increase its visibility with the general public:

- Increased number of translations (executive summaries of reports translated into all official languages)
- Increased level of multilingualism online (website with multi-lingual access, greater level of translated content)
- Increased use of social media channels

- Increased media reach across Member States
- strengthened communication - through an enhanced contact management system - with representatives from national governments, social partners organisations and NGOs at EU and national levels, which act as multipliers of information towards European citizens. Annual work programme and Annual activity report are published on the website, incl. detailed performance indicators in relation to the agency's impact and added value.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

First of all EUROFOUND's governance structure is representing an exceptionally broad sample of the Union's citizens: trade unions, employers' organisations and governments of each Member State. Sadly, following the conclusions of the IIWG ('common approach') the social partners' presence in the Governing Board will be significantly reduced. Its democratic accountability is, secondly, secured through the reporting mechanisms to the European Parliament (budgetary and specialized committees), which is directly elected by European citizens. The regular presentations of the agency's outputs and governance to representatives of national social partners and civil society organisations (through presentations at the EESC as well as directly at national level) also contribute to increase EUROFOUND's democratic accountability. Advice on future work and validation of research findings is received by specific Advisory Committees, composed of social partners, experts, governments and EU bodies.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

EUROFOUND's current Governing Board consists of three equally large groups of stakeholders: trade unions, employers' organisations and governments of each Member State. Sadly, following the conclusions of the IIWG ('common approach') the social partners' presence in the Governing Board will be significantly reduced. Beyond the involvement of stakeholders in the Governing Board, EUROFOUND seeks the input to the Annual Work Programme and its implementation from the EESC and other supra-national bodies and NGOs as well as other related EU agencies. Regular reporting to the European Parliament and contacts to other target groups, like NGO and academia, complement EUROFOUND's broad stakeholder approach.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

EUROFOUND is not a regulatory agency. Any expert does not influence regulatory decisions but contribute knowledge to projects that require balanced know-how from academics or practitioners. Nevertheless, EUROFOUND's conflict of interest policy of 2014 explicitly covers

experts and provides for specific declarations to be filled in by experts before involving them in projects.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

All stakeholders and other audiences have defined ways to transparently contribute and influence EUROFOUND's work programme and its implementation. EUROFOUND's Founding Regulation sets the tripartite structure of its Governing Board. Representatives of national governments, employers and workers organisations at EU and national levels convey their contributions to the working priorities of the agency through well-established consultation mechanisms, such as the work programme preparation. Representatives of other interest groups – think tanks, research institutes, NGOs – are also associated to EUROFOUND's research and communication activities through their participation to research projects, experts meetings, peer-review meetings, joint conferences, etc. Their contributions are reflected via various EUROFOUND's reporting processes among which EUROFOUND's research reports or Annual Activity Reports. All groups and individuals representing the civil society have access to the EUROFOUND's findings – those being in the public domain either through the web or in printed form.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

All recruitment procedures are fully transparent and are regularly checked by the Court of Auditors without any observation.

It can be confirmed that declarations were signed in the case of all recruitment procedures.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

No new tasks from changes of the Founding Regulation. But additional requests from EU institutions, e.g. the proposal to establish a platform for undeclared work which requests Eurofound to contribute to a knowledge bank.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Proposals from the Commission following then the normal legislative procedure.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

The new tasks (eg. Contribution to a knowledge bank) cannot be performed on a permanent basis without additional resources.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Benchmarking and sharing of best practices between agencies as well as sharing services between agencies is a regular driver for efficiency gains. EUROFOUND managed a framework contract on 'staff engagement surveys' which was available to all interested agencies and which provided significant economies of scales and, thus, better value for money. Also, regular mapping of workflows and subsequent business process improvements have made the recent cuts in the establishment plan possible without jeopardising the core tasks or the compliance of the agency.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

All externalised activities go through rigorous monitoring and controlling. One staff member of EUROFOUND is always the responsible project manager who checks and signs off on all externalised activities. There is a very high degree of transparency and accountability for these activities.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes, all externalized activities have been subject to a procedure call.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Number of all missions:25 Number of days: 59.5 TOTAL in EUR 17,559 €

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:
1260 EUR

The number of staff members that have participated in these events, where they took place and for how many hours:

1 event for 22 people, 1 day in the Commission's offices in Dublin city centre; 1 event for 8 people, 1 day in Wicklow (Ireland). Not counted above are internal seminars for training purposes at Eurofound's premises.

List of the above-mentioned events:

1 day in the Commission's offices in Dublin city centre; 1 day in Wicklow (Ireland)

Comments:

None

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer: 10

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer: 11 months

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer: 4 women and 7 men in managerial and higher positions.

ES – 1

IE – 3

SE – 1

DE – 3

FR – 1

UK – 2

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 285,000 EUR

Costs by provided service - 285,000 EUR for temporary workers to cover short-term absences (mainly administrative support)

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 14

- lowest income grade - Contract agent FG I, 1

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Question 22 part 1: Does your Agency have official car?

Answer:

Yes, but not for personal use only

Question 22 part 2: how many official cars including drivers does your Agency provide for personal use only? (in numbers)

Answer:

None for personal use only. 1 car for official use.

Question 22 part 3: what were the costs in 2013 for each of these official cars including the driver?

Answer:

2500 EUR

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

None. Car is **not** allocated to one or more staff members

Question 24. Which rules are in place for the private use of these cars?

Answer:

The car only serves several **business-related** purposes, eg. collecting key visitors from airport, regular transportation of the Director etc.

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

There are no specific dedicated drivers. Members of the facilities team are assigned driving tasks if required (e.g. collecting visitors from airport). Thus, no rules for drivers necessary.

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: none

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

All building and workplace related projects are prioritised according to energy efficiency and sustainability. Sharing best practices with other EU agencies through the 'Greening Network' leads to numerous small improvement projects. Also, close cooperation with the Irish Office of Public Works (OPW) ensures that cost efficient and environmentally friendly measures and projects are undertaken (e.g. new window glazing for dining hall which substantially saves energy and cost).

EUROJUST

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

Eurojust's budget implementation rate for 2013 was 99.61%. Eurojust bases its budget planning on evidence from previous years augmented by regular monitoring and forecasting.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties: N/A

Actions taken by the Agency to better manage procurement procedures:

Eurojust uses the Commission's eNotification, eAccess and eInvoicing tools and has expressed its interest in eSubmission and eEvaluation.

Eurojust is currently testing ABAC Contracts in order to assess if the tool is suitable for Eurojust's needs.

As mentioned above, Eurojust is using eNotification, eAccess and eInvoicing and is interested in future modules such as eSubmission, eEvaluation etc.

For the internal management of procurement data and files, Eurojust uses the appropriate functionalities of the Document Management System (SharePoint).

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Eurojust provides its web site, Annual report and generic corporate brochure in all EU languages, and certain press release in a few EU languages, in order to reach media outlets as multipliers in Member States about its operational work of supporting the Member States in fighting serious cross-border crime.

Eurojust is also working on extending its media contacts and its data base on reporting on Eurojust as well as doing brand recognition advertising, clarifying Eurojust's role, mandate and the nine crime types affecting citizens, which is exactly what the citizens expect of the EU to deliver justice and security.

Eurojust has adopted a slogan which includes the focus on the crime, and the victims, (real crimes, real victims, real justice.)

Eurojust is expanding its liaison with the people-elected Members of the European Parliament and participates in conferences and events, e.g. Open Days in the Hague, and Schuman Day in Brussels, and EU-Agencies day in Brussels in the European Parliament.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer: N/A

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Stakeholders are deeply integrated in Eurojust's work through participation in tactical and strategic meetings and seminars. Furthermore, Eurojust organises twice per year the meetings of the Consultative Forum of Prosecutors General and Directors of Public Prosecution of the European Union Member States.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts: N/A

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer: N/A

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

In Eurojust signed Declarations of Selection Board members on the absence of conflict of interests were provided where necessary.

Eurojust takes all the necessary measures in its power to ensure transparency in recruitment procedures as required by the Staff Regulations and the audit recommendations. Selection board members sign a Declaration of confidentiality and absence of conflict of interests once they are given the names of all the applicants. Selection procedures are published on EPSO's website. Eurojust's practice is to request selection boards to formulate and agree on written and oral test questions before access to applications is granted and to set the threshold in advance. During the screening of CVs the applicants' names are not visible.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which

were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer: N/A

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

N/A

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

N/A

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Eurojust's case load increased in 2013 to 1576 cases from 1533 cases in 2012, while Eurojust's establishment plan remained unchanged at 213 positions.

Examples for initiatives Eurojust undertook in order to increase efficiency include Information Technology, reduction of administrative overhead, and redesign of administrative processes.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer: N/A

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer: N/A

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency:
29674.80 €

The number of staff members that have participated in these events, where they took place and for how many hours:

397

List of the above-mentioned events:

1 social event for Eurojust staff and their families

Comments:

N/A

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

39 interim staff worked during the year 2013 for Eurojust mainly to cover the specific language requirements at the National Desks during maternity and paternity leave.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest time frame (with interruptions) during which an interim employee worked at Eurojust in 2013 was 12 months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

In 2013 in Eurojust 6 women (43 %) are working in managerial and higher positions, compared to 8 men:

Women	
BE	1
ES	2
NL	1
PT	1
UK	1

Men	
BE	1
DE	1
ES	1
FR	1
NL	1
SI	1
UK	2.

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 2,196,222.50 €

Costs by provided service -

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - Administrative Director (AD 14)
- lowest income grade - Administrative Assistant (FGI/01)

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

Eurojust has recycling policies in place for paper and IT equipment.

EUROPOL

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

Europol introduced: (a) a monthly monitoring mechanism and (b) a quarterly spending plan review in 2013. **Objective:** Pro-active corrective action throughout the year.

By the end of **2013**, Europol achieved its best budget execution since becoming an EU agency in 2010: **98.6%** commitment appropriations, **87%** payment rate across the budget, **97.9%** in Title 1 (Staff related costs), **56.5%** in Title 2 (Administrative expenditure) and **72.3%** in Title 3 (Operational expenditure). By the end of **2014**, further improvements are noticeable: **100%** commitment appropriations, **93%** payment rate across the budget, **99%** payment rate in Title 1, **72%** in Title 2 and **83%** in Title 3. Accordingly, the **carry-forward** is expected to **decrease** (end of 2013: 9.4 M, end of 2014: expected to be 5.7 M). The increase of Europol's budget in 2015 (10 M) will constitute a challenge (no net increase in established posts).

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

No (monitoring the status of procurement procedure and of the contracts implementation)

Actions taken by the Agency to better manage procurement procedures:

Europol conducted an **organisational-wide review** of the overall procurement process (in particular regarding the key stages of tendering, contracting and monitoring of contracts). As a result, Europol initiated the **establishment of a central procurement function**, with responsibility for ensuring adequate quality levels across the entire procurement process. A Business Manager for Europol's central procurement function is being recruited in Q1 2015. The improvements are also expected to address the comments made by the ECA regarding the effectiveness of Europol's procurement activities, given that a centralised procurement function will strengthen the interaction and **management of all key stages** (tendering, contracting and monitoring of contracts), as well as the related **quality controls** (to ensure the viability and suitability of offers in particular).

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

Re-design of Europol's website and communication: Europol's activities are made frequently available (option to subscribe to an automated mailing service), e.g. Operation Archimedes: Over 1000 individuals arrested, more than 1 M Euro in cash confiscated, 30 children saved from being trafficked etc. (website link with info-graphics below).

The Ombudsman provided positive feedback on the quality of Europol's website in 2013. Positive trends: **2012: 430.000** visits to Europol's website; **2013: 705.000** (steady development in 2014). Similarly: **2012: 18.000** instances of Europol mentioned in media; **2013: 64.000**.

Europol also implemented a public document register, with a view to allowing all citizens to be informed of Europol's activities and work. Finally, Europol also involved citizens with a photo art competition, also on the topic of "establishing a European Union".

<https://www.europol.europa.eu/content/organised-crime-networks-targeted-huge-law-enforcement-operation-europe>)

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

Given Europol's specific mandate, operational activities are determined by the threats from organised crime and terrorism. Accordingly, citizens are not directly involved in Europol's operational priority setting.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Europol's stakeholders (EU Member States law enforcement authorities, third party cooperation partners, other EU agencies involved in the justice and home affairs domain, private industry as partner in crime fighting) are involved to prepare Europol's annual work planning and ad hoc operational work. Europol's work planning is adopted by Europol's governing (management) board and provided to the Council and the European Parliament in line with the requirements of the founding act of Europol (Europol Council Decision – ECD). Europol's governance framework includes a well-defined set of actors, including an own internal auditor.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

A new **Europol Code of Conduct** (enclosed) gives clear guidance to all staff members (including seconded national experts) with a view to **avoiding conflict of interest situations**, given that Europol, as a public service body must be seen to take independent and objective decisions at all times (the new Europol Code of Conduct is a public document to underline transparency and includes the following statement of expected behaviour for all Europol staff: **"Everyone must prevent and avoid any potential conflict between their personal and work related interests"**). Europol continues raising awareness across the organisation on Europol's core values and the importance Europol's independence of discharging its duties. The

governing (management) board of Europol supports the Europol Code of Conduct to apply to all people working at Europol.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Given Europol's specific mandate to fight organised crime and terrorism, Europol does not work with lobbyists in legislative or other related initiatives.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Europol has a robust recruitment process in place which includes the requirement to record declarations of non-conflict interest for members of the selection committee or staff involved in respective recruitment procedures. The ECA annual report for 2013 does not make reference to any pending recommendation regarding the aspect of recruitment procedures. The new requirement of the 2014 EU Staff Regulations, to record any potential conflict of interest prior to staff being appointed to work at Europol was implemented. To date, no case has been identified where a candidate to be employed by Europol is in a conflict of interest situation.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

New task in 2013: Europol shall host the European Cybercrime Centre (EC3) and act as the focal point in Europe's fight against cybercrime.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Communication from the Commission to the Council and European Parliament (COM (2012) 140 final of 28 March 2012): "Tackling crime in our Digital Age: Establishing a European Cybercrime Centre".

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

Europol made painful rationalising efforts in order to reallocate (30) staff to the EC3 at the expense of other core functions. Furthermore, the sacrifices made in other areas to fund the establishment of the EC3 and other staff constraints have taken Europol beyond the limits of

its operational capacity (e.g. backlog in processing of increasing data contributions, quality of analysis at risk, unable to deliver a number of planned strategic products).

The limited number of ICT staff is currently struggling to meet the increasing demand for existing and new ICT services at Europol, especially required to meet the demand of Europol's EC3 to address cyber crime. Without additional resources, Europol will face delivery, security and confidentiality risks, as a result of its reliance on external consultants (to compensate for resource shortfalls) or to put on hold ICT initiatives.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

a) Operational work

- Process optimisations and resource focus on operational work:
- Over 450,000 operational messages through SIENA (**10% increase over 2012**); SIENA connects all law enforcement partners;
- Over 245,000 objects in the Europol Information System - EIS (**31% increase over 2012**);
- Over 18,000 cases initiated (**15% increase compared with 2012**);
- Support to over 680 investigations (disruption of global credit card fraud networks, global online child sexual exploitation etc.);

b) Administrative costs

- Over the last 3 years (2011 – 2013), leaving aside building related costs, **administrative costs decreased**, overall, by **26%** (6.8 M in 2011, 5 M in 2013).
- The **statutory body related costs decreased by 45% in 4 years** (2010 – 2013: 2M in 2010, 1.1 M in 2013).
- **Office related administrative costs decreased by 55% in 4 years** (2010 – 2013: 2 M in 2010, 0.9 M in 2013).

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Performance of externalised activities is monitored by contracts managers and other Europol staff in a supervisory function. For services, there are in most cases defined Key Performance Indicators (KPIs) or service levels that the (external) supplier has to achieve to fulfil the contract conditions. For delivery projects there are acceptance criteria defined individually for each project and these are monitored by the respective project manager based on project management standards. The monitoring runs effectively from Europol's point of view. Recently, Europol decided to terminate a contractual relationship with an external supplier because the delivery was not in line with the defined delivery criteria.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

All externalised activities are performed in the context of (framework) contracts in line with the applicable financial regulatory framework.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

The overview is enclosed. Compared with 2012, the Director was 10 days less on mission (in 2012: 89, in 2013: 79), while the costs stayed at the same level (in 2012: 29.498,61 Euro, in 2013: 33.867,04 Euro).

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: In view of the financial austerity Europol did not allocate funds to organise team building events or away days; however, each team at Europol may spend one day a year for team building purposes.

The number of staff members that have participated in these events, where they took place and for how many hours:

In 2013, 7 staff members were recorded to be granted 1 working day of team building away from the office (in the UK). No costs were paid from Europol's budget for this event.

List of the above-mentioned events:

See above (1 event for 7 staff members).

Comments:

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

No interim staff is employed at Europol.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

Not applicable.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

1 Business Manager (SE), 16 senior specialists (2 UK, 2 NL, 1 AT, 1 PT, 1 D, 3 BE, 1 IT, 1 FR, 1 IE, 1 DK, 1 HU, 1 LV): Against the staff population of 552 filled at the end of 2013 (temporary, contract agents and seconded national experts), this accounts for 3% of all staff and 10% of all senior staff (161) at Europol in 2013.

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 2.523 Million (M)

Costs by provided service -

a) ICT external services in 2013: 1.955 M

- Developers: 0.792 M
- Testers: 0.435 M
- Service/Help Desk: 0.305 M
- ICT Architecture: 0.19 M
- Application administrators: 0.1 M
- Project Managers: 0.084 M
- Other: 0.049 M

b) Security

- 0.174 M

c) Facilities (reception, internal moves, technical assistance for meetings, general support services)

- 0.394 M

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - Temporary agent, AD 15
- lowest income grade - Contract agent, FGII

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? N/A

Yes. In 2013, Europol had 16 duty cars, which included 1 specialised vehicle for Europol's operational business, and 3 drivers. The costs for all duty cars were in 2013: Maintenance and repairs: 70.000 Euro, insurance costs: 22.000 Euro, fuel: 25.000 Euro, the staff cost for each of the 3 drivers was, on average, 73.000 Euro in 2013.

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

No duty car of Europol is assigned for personal or private use. 3 duty cars are used for executive services (Directorate, transport high level visitors to Europol), however never for personal or private purposes.

Question 24. Which rules are in place for the private use of these cars?

Answer:

Duty cars are not used for private purposes.

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

Next to providing driving services, the drivers manage Europol's car fleet (administration of the car fleet documentation, maintenance services, scheduling and transport for repairs of car, involvement in respective tendering measures etc.) on a continuous basis.

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

No private services are performed by duty cars of Europol.

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

See answer Question 9. Europol is running a multi-year ICT workplace transformation. The aim is to reduce the number of work station.

In 2014, a 'Green IT' initiative was implemented: Desktop computer work stations on the corporate network are put automatically to sleep (hibernation mode) during and after business hours, reducing electricity significantly.

Europol is hosted in a modern, energy saving building provided by the Host State (The Netherlands), Building Energy Classification A. Energy saving is unique (e.g. free cooling, double skin facade, green roof, geothermal energy use, motion detection lighting, contained hot & cold aisle data centres), e.g. heating costs range at the level of a 2 families household over 1 year for the entire building.

Furthermore Europol is separating waste, uses environmental friendly cleaning products as well as 50% of 'green' energy.

FRA

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

In 2014, FRA conceptualised an Activity Based Management/ Activity Based Budgeting/ Activity Based Costing framework with the contribution of the Internal Audit Service of the European Commission. This framework was implemented in the course of 2014 and built on the existing ABB infrastructure, allowing FRA to better plan its human and financial resources in accordance with the mandate, strategic objectives and annual work programme priorities. The above approach, together with other measures that had been taken during the previous financial years such as the Budget Module (a computer software), allowed FRA to maintain its high levels of budgetary execution at 100% for the last four years in a row.

The Commission provided all the necessary support in order to link the shared financial system (i.e. ABAC) with the systems developed by FRA (i.e. Budget Module).

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Actions taken by the Agency to better manage procurement procedures:

Since 2008, FRA developed its own ICT system that allows the preparation, management and follow up of the tender procedures as well as the contract execution. In 2014, on an IAS' recommendation, the planning module of this system was optimized, allowing FRA to better manage tender procedures and contract execution. This ICT development was also shared with DG DIGIT services of the Commission, with the view to be linked to the e-Prior platform developed by the Commission.

To this end FRA's ICT system, can be complementary as it offers back office services.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

In 2013 FRA took, among others, the following actions:

- increased emphasis on developing FRA social media presence on Facebook, Twitter, LinkedIn, YouTube. For example, FRA's fan base on Facebook almost tripled from 4000 in Jan 2012 to 11000 by the end of 2013 and shown nearly a threefold increase to

30.000 by end of 2014. On Twitter there was a sixfold increase in followers from 1100 to over 6800 by the end of 2013 and over a double increase by the end of 2014 at 13.000 followers;

- the FRA public website was redesigned and revamped to make it more accessible, attractive and user-friendly;
- an Information stand was organised at a public Open Doors event - German Ministry of Justice, Berlin 18/19 August 2013; and a “Diversity day” in November 2012 in Barcelona, aimed at school children 12-18 year olds;
- FRA S’cool agenda 2012-2013 was published in 6 languages (EN,DE,FR,RO,BG, IT) and proved very popular among school children and teachers. It was already out of stock by September 2012.
- number of visitor groups were received throughout 2013 and onwards.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

FRA regards the involvement of a wide scale of stakeholders necessary and fruitful for its work. As the results of the last external evaluation conducted in 2012 show, a clear majority of stakeholders were satisfied with the extent of their involvement, with the representatives of civil society commending the openness and receptiveness of the organisation. In general there was a high satisfaction also with the stakeholder events, such as roundtables, symposia, expert meetings and conferences.

FRA’s Founding Regulation specifies that besides EU institutions, the Member States, as well as the Council of Europe, FRA shall cooperate closely with the civil society in the field of fundamental rights. Therefore, in line with the Regulation, FRA has set up the Fundamental Rights Platform, that is open to all interested and qualified stakeholders, such as non-governmental organisations dealing with human rights, trade unions and employer's organisations, relevant social and professional organisations, churches, religious, philosophical and non-confessional organisations, universities and other qualified experts of European and international bodies and organisations. The Fundamental Rights Platform is continuously addressed to make suggestions on FRA’s Annual Work Programme and give feedback and suggest follow-up on the Annual Report.

Furthermore, various groups of citizens are involved in FRA’s projects as stakeholders, thus given the possibility to shape the scope of work as well as the concrete outcomes of FRA activities.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Following clear protocols based on its Founding Regulation and other legal acts, FRA involves a wide scale of stakeholders at every level of its activities. The stakeholder consultation process is constantly being developed with guidance received from the Management Board of FRA, in order to ensure a better involvement and an increased impact of all stakeholders. At the strategic level, FRA is guided by the Multiannual Framework, which specifies the thematic areas for the focus of its work, as well as its multi-annual priorities and objectives listed in its Strategic Plan. At the thematic as well as project level, FRA plans its activities in its

Annual Work Programmes and reports on its achievements in its Annual Reports. In addition, at the project level, FRA carries out ex-ante, interim and ex-post evaluations of its activities and reports on these. FRA's stakeholders (i.e. the European Council, the European Commission, the European Parliament, the Council of Europe, EU Member States as well as Civil Society Institutions) give inputs on, and thus help in defining the indicators of FRA's work, as well as its objectives and activities at all levels. This process ensures the right balance in the representation of EU institutions, member states and the civil society in FRA's work at every stage of the planning and evaluation process.

In addition in 2014, FRA established focal points in each national Parliament of the Member States.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

FRA has introduced for its staff a practical guide on management and prevention of conflict of interests. The Practical Guide is addressed to FRA staff (temporary agents and contract agents). However, other staff working for FRA such as persons employed under private law contracts, experts on secondment from national civil services (SNEs), interns, and external experts can use it as a point of reference, in addition to the specific rules regarding their particular situation. The Practical Guide is intended to offer wide-ranging information and advice on a variety of issues, ranging from behavioural tips to compliance with legal obligations.

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

FRA has established effective procedures for coordination and cooperation with its key stakeholders defined in the Founding Regulation, which ensure coherence of policies and activities with stakeholders at all levels. All groups and individuals representing the civil society have access to the FRA's findings – those being in the public domain, either through the web or in printed form.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

In the interest of impartiality and in accordance with Article 11a of the Staff Regulations, each member of a FRA selection committee signs a "declaration of absence of conflict of interest and confidentiality" prior to the assessment of the applications.

Where there is a conflict of interest relating to personal, family or professional interests, a declaration stating the nature of the conflict of interest is filled in by the selection committee member and sent to the attention of the Chairperson and to the Director, who will decide

whether the conflict is such as to impair the judgment of the selection committee member and, if the case, replace him/her.

In compliance with the relevant legislation, FRA always provides the declaration of absence of conflict of interest and confidentiality related to recruitment procedures.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

No new tasks from changes in the Founding Regulation, additional requests from EU institutions, e.g. the proposal to establish a platform for undeclared work, which requests FRA to contribute to a knowledge bank.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Proposals from the Commission following the normal legislative procedure.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

The new tasks cannot be performed on a permanent basis without additional resources.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Internal procedures and predefined practices are continuously implemented to respect these principles. These procedures ensure that activities are executed efficiently and according to the principle of economy.

FRA is continuously fine-tuning its internal arrangements to improve the efficiency and economy of its operations. The following initiatives show how FRA implements these principles.

1. Efficiencies were introduced in the area of Learning & Development, as demonstrated by a decrease in overall learning costs by 4.5 % while, at the same time, FRA realised an increase in learning activities by 6 % in 2012. Language-training costs per hour were decreased by 10 % while the demand for language training increased by 18.5 %. Furthermore, the learning evaluation process was streamlined by reducing three evaluation forms to only two.
2. Following an agreement with the premises owner, FRA changed its electricity provider. This took effect in 2013 and resulted in a reduction of 19 % from the 2012 costs.

3. FRA reorganised the cleaning services in the building and reduced the number of personnel provided by the service provider. This resulted in a saving of 20 % in 2012.
4. FRA established in-house practices to better manage and control the provision of logistics and removal services. The change in practices resulted in a saving of 30 % in comparison with 2012.
5. FRA signed a memorandum of understanding (MoU) with the European Centre for the Development of Vocational Training (CEDEFOP) to allow each agency to host its IT backup site on the other's premises. The network connection will be achieved through the pan-European data network for research and education, GEANT, free of charge. It is estimated that this will cut the costs of hosting IT backup sites at an external company. In addition, FRA will not need to pay any network connection fees or subscriptions. This activity is currently in progress.
6. FRA raised awareness amongst its staff to optimise the use of the available video and web conferencing facilities. In 2013, approximately 40 video conferences and 25 web conferences took place. These reduced the related travel costs of participating in meetings with other EU institutions, stakeholders and partners.
7. FRA launched an interinstitutional procurement procedure with the European Union Agency for Network and Information Security (ENISA) for the provision of web development services. This activity resulted in savings in human resources effort for the preparation and evaluation of the tenders as well as in higher participation by tenderers, thanks to its volume and scope, hence leading to more competitive offers.
8. FRA developed an electronic system for the evaluation of its calls for tender. This action reduces the possibilities of clerical errors in the calculation of the points awarded and so reduces the need for additional controls.
9. In November 2013, FRA, in collaboration with the Ministry of Finance of Lithuania, organised the FRC 2013 'Combating hate crime in the EU' in Vilnius. The EEA and Norway Grants financially supported this project to the amount of €40,000. These funds covered the participation of an additional 59 delegates representing the civil society as well as national human rights bodies, coming either from beneficiary states or from donor states. As an immediate follow-up to the conference, the EEA and Norway Grants held a seminar in Vilnius with its national Programme Operators, which was dedicated to exchanging lessons learned and discussing how hate crime can be better reflected in their national funding programmes.
10. In 2013, FRA reduced the amount of bank charges it incurs by concluding a new contract for banking services, which effectively has the same terms and conditions as those of the European Commission.
11. In addition, a significant decrease in staff's sick leave can be observed as presented in the Table below.

FRA SICK LEAVES STATISTICS	2011	2012	2013
AVERAGE SICK LEAVES	11.5	10.4	9.8

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

In order to externalise activities FRA launches calls for tender with detail and precise technical specifications. In addition, FRA uses related selection criteria that only allow the bidders with adequate professional capacity to continue to the award phase of the call. The technical criteria set in the procurement procedure are linked to the subject of the contract and allow for an objective assessment of the most suitable offer.

The acceptance of the final deliverables is subject to verification of compliance against the technical specification and the tender offered.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

All missions undertaken in the year 2013 by the Director of the European Union Agency for Fundamental Rights (FRA) Morten Kjaerum			
	Mission Number	Duration of days of mission (daily allowance)	Total Cost
1	11240	0 (cancelled)	€ 138.90
2	11237	2.5	€ 994.83
3	11255	3	€ 1,603.13
4	11269	2	€ 1,049.39
5	11268	1.5	€ 946.48
6	11289	1.5	€ 196.29
7	11333	1.5	€ 995.10
8	11334	2.5	€ 1,183.62
9	11337	0.5	€ 47.60
10	11346	4	€ 4,819.98
11	11362	1.5	€ 956.87
12	11378	1.5	€ 94.70
13	11379	2.5	€ 1,082.07
14	11426	1	€ 840.54
15	11432	5	€ 1,050.04
16	11477	1.5	€ 884.25

17	11490	2.5	€	1,286.00
18	11493	1.5	€	694.00
19	11463	1.5	€	601.78
20	11528	1.5	€	898.70
21	11529	3.5	€	1,441.70
22	11561	2	€	807.25
23	11562	2	€	850.45
24	11553	2	€	1,180.28
25	11582	0	€	42.40
26	11591	1.5	€	810.45
27	11592	1	€	82.10
28	11649	3	€	2,646.97
29	11672	1	€	772.30
30	11695	0.5	€	232.90
31	11699	2.5	€	811.10
32	11736	0.5	€	184.10
33	11701	4.5	€	5,106.53
34	11734	2	€	1,123.54
35	11737	1.5	€	976.25
36	11743	4	€	1,033.58
37	11771	1.5	€	1,309.10
38	11785	3.5	€	1,656.61
39	11786	1.5	€	1,638.70
40	11803	2.5	€	1,089.93
41	11818	1.5	€	945.87
42	11834	1	€	808.90
Σ		82	€	45,915.28

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: 16,780.56 EUR.

The number of staff members that have participated in these events, where they took place and for how many hours:

Please see table below.

List of the above-mentioned events:

Please see an overview of FRA away days budgeted in 2013 as follows:

Title of the event	Date	City	Duration in hours (whereas 1 day = 7.5 hours)	Number of participants	Cost
Rights of the Child Team Away Day	17 April 2013	AT-Vienna	7.5	4	0.00 €
Freedoms & Justice Department Away Day	29 April 2013	AT-Vienna	7.5	19	2,241.30 €
Equality & Citizens' Rights Department Away Day	5 June 2013	AT-Perchtoldsdorf	7.5	19	440.10 €
Communication & Awareness Raising Department Away Day	10-11 June 2013	AT-8225-Poellauberg	15	21	4,678.66 €
Management Team Away Day	20 June 2013	AT-1190-Vienna	7.5	6	688.38 €
Directorate Away Day	15 November 2013	AT-1210-Vienna	7.5	7	0.00 €
FRA Staff Away Day	27 February 2014 (but budgeted in 2013 since seminar hotel required advance payment)	AT-1190-Vienna	7.5	87	8,732.12 €
			60		16,780.56 €

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

In 2013, interim staff was employed by FRA only from January to March, according to the following split: January: 13 interim staff, February: 12 interim staff, March: 12 Interim staff.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

In 2013 the longest timeframe was three months.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

In managerial positions FRA employed in 2013 one woman of British nationality at AD 11 grade, compared to five men of British (1), Danish (1), Dutch (1) and Greek (2) nationalities at the following grades: British AD11, Danish AD15, Dutch AD11, Greek AD13 and Greek AD11. In higher positions FRA employed in 2013 one woman of Spanish national at grade AD 9 compared to nine men of Austrian (2), British (2), German (1) Italian (3) and Spanish (1) nationalities, at the following grades: 2 Austrians AD9, 2 British AD11, German AD10, 1 Italian AD12, 2 Italians AD9 and Spanish AD10.

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs:

If these include the security and reception services, these amount to 99,900 EUR for 2013.

If this refers to other categories of staff, the costs in 2013 were:

Interims (January – March 2013): 122,275.96

Interns: 323,123.38

SNEs: 335,900.92

Total Costs in Euros: 781,300.26

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 15
- lowest income grade – FG II

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer:

FRA has no official cars.

Question 13. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer:

N/A

Question 24. Which rules are in place for the private use of these cars?

Answer:

N/A

Question 25. Which rules exist for the drivers if they are off duty?

Answer:

N/A

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

N/A

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

FRA is promoting internally a green office initiative and has undertaken the following actions:

- Raising awareness amongst staff on the use of paper (print when necessary), use of electricity, water and heating.
- Heating in FRA's building is provided using the "Fernwärme" system, where hot water is produced from burning waste in an eco-friendly manner by the City of Vienna.
- Recycle bins for all types of materials are made available across the building.
- Replacing where possible the neon light pulps with LED technology ones.

FRA is participating in the inter-institutional framework contracts for the acquisition of IT equipment which foreseen eco-friendly equipment as well as eco-friendly distraction of declassified items.

FRONTEX

Budget and financial management

Question 1. According to the reports available to the Parliament, a general sense of difficulties can be identified in improving and strengthening the Agencies budget implementation. Could you inform the Parliament on how the Agencies are planning to improve on this issue? Which actions has the Commission programmed in order to analyse the issue and support the Agencies in better implementation of budgetary planning?

Actions the Agency has taken to improve budget implementation:

Frontex is continuously making efforts to improve its budget implementation and reached the following budget utilisation rates (payment of C1 funds in year N + payment of C8 funds in the year N+1):

Budget 2011: 93%

Budget 2012: 96%;

Budget 2013: 95%

The figures are put in relation to the overall budget of the agency, which is composed out of the EU subsidy, revenue from Schengen Associated countries and contributions of the UK and Ireland.

Putting implementation rate into relation with payment appropriations given by the Commission, the implementation is even going beyond 100%; thus Frontex has challenges with regard to the annuality principle, not the budget implementation.

Procurement and recruitment procedures

Question 2. Many Agencies still have problems in monitoring the status of procurement procedure and of the contracts implementation. Has the Commission provided a parameter table to help the Agencies to implement this issue? Which practices are the Agencies improving to better manage the procurement procedures?

Possible difficulties:

Frontex conducts annually more than 1000 Procurement procedures.

The implementation of the Procurement Plan is in many instances significantly deviating from the indicative timetable. Frontex introduced and aims at further strengthening the monitoring of the plan.

Once a procurement procedure is launched, it is well monitored.

Contract management is decentralised and Frontex is continuously improving contract management and distributes best practices in the agency. The introduction of an IT tool already developed by another agency, is currently being considered.

Actions taken by the Agency to better manage procurement procedures:

Frontex conducts annually more than 1000 Procurement procedures.

The implementation of the Procurement Plan is in many instances significantly deviating from the indicative timetable. Frontex introduced and aims at further strengthening the monitoring of the plan.

Once a procurement procedure is launched, it is well monitored.

Contract management is decentralised and Frontex is continuously improving contract management and distributes best practices in the agency. The introduction of an IT tool already developed by another agency, is currently being considered.

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

The agency is regularly participating in conferences or panel discussions organised by its stakeholders and other interested parties such as universities. It is difficult to quantify the number of such events, a rough estimation would be around 200 participations/year in various events. Furthermore, Frontex supports also a film festival (Planete-Doc-Film Festival) and organizes around the festival panels related to migration and trafficking in human beings issues. Frontex is also present in the social networks (Facebook) with own sites for Frontex itself and the European Day for Border Guards.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

Frontex does not use such experts, the agency cooperates closely with national authorities who send experts to give input into Frontex' work, but those experts are not rendering advice on a personal capacity.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts:

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

Due to its mandate, Frontex deals mainly with national authorities and not with lobbyists. Close to the question is the contact with private companies that sell products/services linked to the mandate of the agency. In order to manage contacts with representatives of industry in a transparent way, Frontex started to organise twice per year so called "open days" for industry, where in a transparent way companies can present their products and/or services to the agency. A call is published on the website informing in a transparent manner all potentially interested parties. The interested parties will then be invited and have the opportunity to present their products/services.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Frontex does not have encountered problems with providing the signed declaration of absence of conflict of interest.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are “new tasks” defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

The information provided as follow up to the hearing on budget 2015 remains actual.

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

Amendment of the Frontex Regulation, the Eurosur Regulation, the Schengen Evaluation Regulation.

What was the consequence of such new assignments on your Agency’s performance, in terms of old and new tasks?

The information provided as follow up to the hearing on budget 2015 remains actual.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Since 2013, but the initiative is still ongoing, the agency analysed its working processes and procedures and aims at simplifying without compromising a robust control framework. To give only two out of many examples: Only payments above EUR 1000 are verified by the financial verification function and the trainee management was simplified.

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Frontex does not externalise any operational activity.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

The Executive Director had in 2013 36 business related missions with total costs of slightly above 57 000 EUR.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: Slightly over EUR 50 000 were spent for teambuilding activities, management retreats (to discuss the introduction of ABB/ABM in the agency) and the Christmas Party.

The number of staff members that have participated in these events, where they took place and for how many hours:
between 25 and 300 people

List of the above-mentioned events:

- Frontex internal day (1 day) EUR 22013 approx. 250 persons

Comments:

- Frontex internal day (1 day): EUR 22013 approx. 250 persons
- Christmas event (evening after work): EUR 25015 approx. 300 persons
- Frontex Management retreat (1 day): EUR 3298 approx. 25 persons
(same list as in last point)

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

In 2013, Frontex had 15 interim staff.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

The longest time frame covered the entire year.

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

There are 15 middle and senior management positions in Frontex (including Executive Director and Deputy Executive Director). 4 of them are occupied by women (26%).

Women: French, Spanish, German, Portuguese

Man: French (2), Spanish (2), Belgian (2), Finnish (2), Dutch, Lithuanian, German

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

Total costs – 6 995 858

Costs by provided service - Interim services providers: 119 000 EUR – administrative and secretarial support, SNE: 3 906 000 EUR – providing operational support, Contract agents: 2 971 000 EUR – administrative and operational support

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade - AD 14
- lowest income grade - AST 3

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car for personal use only? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: -

Question 24. Which rules are in place for the private use of these cars?

Answer: -

Question 25. Which rules exist for the drivers if they are off duty?

Answer: -

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer:

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

GSA

Question 3. Which measures have been taken by the agencies to become more visible with the citizens in Europe?

Answer:

The Agency has a very active Communication Programme designed to address specific satellite navigation user groups (for example, in the aviation, road, agriculture, maritime and rail sectors to name a few), European citizens and indeed people across the globe. For this Programme we develop and implement a wide range of initiatives including: updating and maintaining three websites, distributing a bi-monthly eNewsletter to a list of almost 10,000 readers, being present at approximately 50 conferences, exhibitions and workshops per year across Europe, organising an annual well-attended large event called 'European Space Solutions', leveraging social media channels (Facebook, Twitter linked in and YouTube) with daily updates, and creating and disseminating a wide range of videos and publications explaining the benefits of Galileo and EGNOS. The Agency is also a lead partner in the successful 'European Space Expo', a travelling, interactive exhibition of European space applications and how they benefit the daily lives of European citizens. To date, the exhibition has travelled to 22 cities with over half-a-million visitors. Another 9 cities are planned for 2015.

Question 4. Have specific initiatives been taken to increase the input from citizens in general in setting priorities for the activities of the agencies?

Answer:

Along with leveraging feedback received via and during our various communications initiatives, the Agency holds public consultations on a range of subjects which are designed to ensure citizens are involved and heard.

Question 5. part 1. Which measures have been taken by the agencies to ensure balanced representation of all stakeholders?

Answer:

In the area of Communications, the Agency's annual plan is designed to reach a range of target stakeholders and users, taking into consideration the needs and channels required in order to reach different sectors, segments, nationalities and age groups.

Question 5 part 2. What are their policies with regard to experts, in particular experts who render their advice in a personal capacity?

Agency's policy on conflict of interest with regard to experts: external experts sign Declaration of Absence of Conflict of Interests

Question 6. Have specific initiatives been taken to increase transparency on contacts of the agencies with lobbyists?

Answer:

A Policy on management of Conflict of Interest is planned to be adopted by the Agency shortly.

Question 7. In several cases, a lack of transparency in recruitment procedures was identified, with certain Agencies having difficulties providing the signed Declaration on the absence of conflict of interests. Could each Agency provide information about the recruitment procedures and inform the Parliament whether the declarations were provided where necessary?

Answer:

Already in 2013, the selection board members in the framework of GSA selection procedures had to sign a Declaration on confidentiality and absence of conflict of interests. As of October 2013, a more transparent policy for the Declaration of conflict of interest has been introduced. As soon as they are granted access to the names of the candidates, the Selection Board members must declare all those candidates they knows in a professional and personal capacity and the nature of the relationship. They must also make a declaration to the effect that they can or cannot maintain impartiality and independence. The Head of HR makes an assessment of the situation described. Where the Head of HR assesses that the nature of the situation would not support the SB member's continued participation in the Selection Board, approval by the Executive Director is required so that that the Selection Board can be reconstituted. All conflicts of interest and conditional participation are documented in the minutes of the Selection Board meeting, and the related signed documents are kept in the selection procedure file for future reference.

Performance

Question 8. To what degree were agencies allocated new tasks in 2013 without having additional resources to deliver them? Which tasks were required by the legislation and which were required by other initiatives or calls for action from, for example, the European Parliament? How are "new tasks" defined and which agencies were most affected in this way? What was the consequence on performance for those agencies in terms of old and newer tasks?

Answer:

Where did such new assignments stem from (e.g. related legislation, mandates/initiatives/calls for actions from other actors such as the European Parliament, etc.)?

In 2013, the REGULATION (EU) No 912/2010 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 22 September 2010 was in force.

What was the consequence of such new assignments on your Agency's performance, in terms of old and new tasks?

Some tasks have been delegated by the European Commission in order to be implemented by the agency. Related calls for tender and calls for proposals have been triggered by the Agency with related signature of new contracts and grant agreements. From the organisation point of view, existing Departments of the agency have been reinforced with new recruited staff and new Department have been created.

Question 9. How is the issue of efficiency gains being measured and what evolution was there in this area in 2013?

Initiatives that the Agency took to increase efficiency:

Question 11. part 1. Some operational activities of Agencies are externalised. How are the Agencies verifying the performances of externalised activities?

Answer:

Through the deliverables of the related contracts and the set-up in 2013 of the Project Control Department to better monitor the overall programme developed by the Agency.

Question 11. part 2. Have all the externalised activities been subject to a procedure call?

Answer:

Yes, the provisions related to Public Procurements and stemming from the Financial Regulation of the EU have been applied.

Staff

Question 13. Can each Agency provide the Parliament with a table indicating all missions undertaken by the Director of the respective Agency in the year 2013, including information about the duration of days of each mission and the total costs incurred to the Agency for each mission?

Answer:

Dir. Carlo DES DORIDES performed 41 missions for 11,414.73 € in total. See details on the costs of each mission attached (Annex I). The days of each mission can be provided at a later stage.

Question 14. What were the costs in 2013 respectively for away days, closed conferences or similar events for staff in each agency? Could you inform the Parliament on how many staff members have participated in these events, where did they take place and for how many hours? Could you please list the above mentioned events?

Answer:

No events of this type organised in 2013.

The cost in 2013 for away days, closed conferences or similar events for staff in the Agency: n/a

The number of staff members that have participated in these events, where they took place and for how many hours: n/a

List of the above-mentioned events: n/a

Comments:

Question 15. part 1. How many interim staff was working for each respective agency in 2013?

Answer:

This information can be provided at a later stage.

Question 15. part 2. What are/were the longest time frames (with interruptions) an employee is/was working for your agency?

Answer:

9 years

Question 16. What is the number of women working in managerial and higher positions compared to number of men broken down by nationality?

Answer:

2 (BE-CZ-FR-IT) / 13 (2 IT- 1 GE- 3 FR- 2 BE- 1 UK- 2 ES- 2 CZ)

Question 17. What are the total costs for external employees (those who are neither officials nor temporary agents in their respective agency) broken down by the type of service they provide?

Answer:

This information can be provided at a later stage.

Total costs

Costs by provided service

Question 18. What is the highest and the lowest income grade granted to employees within the respective agency?

Answer:

- highest income grade TA AD 14/03 (14 350.58 €)
- lowest income grade CA FGII/01 (TBA 1 919.18 €)

Other comments

Question 22. How many official cars including drivers does each agency provide for personal use only? What were the costs in 2013 for each of these official cars including the driver?

Answer: Does your Agency have official car? No

Question 23. How many of these personal official cars are allocated respectively to Members of the agency and official, respectively?

Answer: n/a

Question 24. Which rules are in place for the private use of these cars?

Answer: n/a

Question 25. Which rules exist for the drivers if they are off duty?

Answer: n/a

Question 26. How many personally assigned drivers run private errands for their VIP or for the family of their VIP?

Answer: n/a

Question 27. What internal measures are in place to ensure cost-effective and environment-friendly working place?

Answer:

Team building of two days duration once per year, pilates courses upon staff interest and payment.

2013 Agency Discharge

REPLIES TO WRITTEN INDIVIDUAL QUESTIONS TO THE AGENCIES

Hearing on 27 January 2015

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ACER

1. In 2012 audited recruitment procedures revealed shortcomings affecting transparency and equal treatment of candidates. In the 2013 Court of Auditors Report the status of corrective action is listed as on-going. What progress has been made?

Answer:

Since October 2013, the Agency has been implementing a policy according to which questions for interviews and tests are set before the examination of the applications, the conditions for admission to written test and interviews and for inclusion in the list of suitable candidates are specified in greater detail. Strict measures have also been taken to ensure the anonymity of candidates sitting written tests. The above measures were formalised with the adoption of Director's Decision 2014-06 of 4 April 2014 "Guidelines on recruitment procedures and work of the Selection Committees for the Selection of Temporary Staff and Contract Staff". The Director's Decision has been presented to the European Court of Auditors for consideration and opinion.

2. The Agency drafted a new Policy for the Prevention and Management of Conflicts of Interest. In its follow-up report on the measures taken in light of the European Parliament recommendations on the 2012 Discharge, the Agency stated that the policy was in the internal consultation process and was to be adopted by the Agency's Administrative Board. Has the new policy been adopted by the Administrative Board? If this is not the case, please inform the Parliament on the reasons and expected calendar for adoption/implementation.

Answer:

In 2014 the Agency thoroughly reviewed its policy on the prevention and management of conflicts of interest on the basis of the Commission's Guidelines on the Prevention and Management of Conflict of Interest in decentralised Agencies of December 2013. Following an internal risk assessment, the Agency drafted a new Policy for the Prevention and Management of Conflicts of Interest to be adopted by the Agency's Administrative Board. In line with the Commission's guidelines, European Court of Auditors' report and best practices, the policy will also be extended to members of the Board of Regulators (BoR), which are nominated by the Member States' National Regulatory Authorities (NRAs), and to the Agency's Working Groups. The initial aim was to adopt a policy with similar criteria and procedures for the identification and management of (potential) conflicts of interest for staff, the three boards (Administrative Board, Board of Regulators and Board of Appeal) and the Agency's Working Groups. However, the extension of the Policy to the BoR attracted several comments by NRAs' representatives, pointing to the need to find an appropriate balance between the procedures related to the assessment of potential conflicts of interest of Board members, the Boards' independence and the national provisions on conflicts of interest. The Board of Appeal (BoA) also highlighted its independence and the fact that sufficiently detailed provisions on conflicts of interest in the BoA are already included in the Agency's

2013 Agency Discharge
Replies To Written Individual Questions To The Agencies

founding Regulation. The Agency is still in the process of finding a solution which, to the extent possible, reflects the feedback received by its Boards.

BEREC

1. BEREC has not yet adopted and implemented all the internal control standards recommended in 2012. Can the office please provide a progress update?

Answer:

On 2nd December 2014 the BEREC Office received a follow up report from the IAS indicating that, out of 16 Internal Control Standards, 14 were closed. The remaining two open items relate to:

1. Implementation of proper Information Security controls and
2. Establishment of a systematic risk management process.

As regards the point related to Information Security control, the BEREC Office is currently looking at an appropriate solution in view of closing the point shortly. For the second point remaining related to systematic risk management process, the work undertaken by the BEREC Office started in 2014. In the 2015 Annual Work Programme (AWP) , published on 30 September 2014, the Office outlines risk assessment of the most important operational processes. However, for the open points related to risk registration and annual reporting the BEREC Office has undertaken the work which is due to be finalised by second quarter of 2015.

CDT

1. On the basis of the Commission's Guidelines on the Prevention and Management of Conflict of Interest, the Centre has prepared a policy which was to be presented to the Management Board on 29 October 2014. Has the new policy been adopted by the Administrative Board? If this is not the case, please inform the discharge authority on the reasons and expected calendar for adoption/implementation.

Answer:

The Centre's Management Board adopted on 29 October 2014 the Translation Centre's Policy on the prevention and management of conflicts of interest.

Accordingly, the Centre has made available on its website the aforementioned decision as well as the list of its Management Board members and their respective declarations of interests.

CEPOL

1. The College has scheduled a review of the arrangements in place aiming to develop a specific conflict-of-interest policy. Other categories of stakeholders directly collaborating with the College but not employed by it, such as members of Governing Board and working groups will be considered within the scope of this exercise scheduled to be finalised during 2014. Has the review been finalised and which are the preliminary/final results? Which measures will be implemented following the review?

Answer:

Considering the nature of its activity and specific context in which it operates, CEPOL has a low degree of exposure to the risk of conflict of interest.

However, in light of the Guidelines on prevention and management of conflicts of interest produced by the Commission under the Common Approach, CEPOL made a review of the arrangements in place and developed a specific conflict-of-interest policy adopted by Decision of the Governing Board (33-2014-GB).

The policy is applicable to CEPOL staff as well as to other stakeholders directly collaborating with the CEPOL but not employed by the CEPOL such as: Members of the Governing Board, Members of the Working Groups/Audit Panel or other bodies established by GB Decisions, National Seconded Experts, Experts such as Module Advisors and Educational Experts, trainees, persons employed under private contracts, contractors working for the Agency. All those who this policy is applicable to, will have to sign a declaration of interest providing information on direct or indirect interests of relevance to the mission of CEPOL.

Following adoption of the policy in November, a request has been launched to the Governing Board Members to fill in the template of the annual declaration of interest, and send it together with their CV to be published on CEPOL website.

Additionally, a similar request has been launched to the staff members and other individuals directly collaborating with CEPOL.

The process of collecting and analysing the annual declarations of interest from various stakeholders is ongoing.

The declaration of interest of the Director and senior management are already published together with their CVs on CEPOL website.

EASA

1. Why is it that EASA has 14 'AD 14' posts in the Establishment plan, but only has filled 6 of them?

Answer:

These are posts which have been part of the Establishment Plan during the past years. They are to be considered as room for promotion/reclassification and not posts for recruitment.

2. EASA has 700 staff members, of which 182 are said to be doing 'support activities'. What kind of tasks does this include? Is it necessary to have as much as a quarter of all staff doing support work, rather than being on regulation or product safety oversight units?

Answer:

Around 141 EASA posts (out of a total of 692) can be considered that are executing "support activities" like HR management, finance (e.g. Budget monitoring, invoicing), contracts and procurement, internal audit, legal, communications. In financial terms, these activities, including operational costs, represent the 18,5% of the overall costs. In 2015, EASA will perform a screening activity in line with the Agencies common screening method in order to further precise the number of support posts.

EBA

1. Can the Authority provide an update on what is being done about education contributions which are not covered by the staff regulations? Has there been progress in this area?

Answer:

In the position where the establishment of European School in London is not foreseen on the one hand, and in order to fulfil the EBA's mandate and be able to attract and retain highly qualified staff on the other hand, and with a view to the high level of schooling fees in London, the EBA continues to apply its internal policy. However, the EBA has modified its policy and signed "Direct Agreements Concerning the Support of Tuition for Children of EBA Staff" in 2013 and 2014 in line with the recommendations of the ECA.

Currently the EBA has agreements with 15 schools under which the tuition fees are paid up to the threshold established by the Management Board to the schools directly. The amounts exceeding the threshold are borne by the staff members.

In the school year 2012/2013 EBA staff had in total 69 children, of which 21 were studying abroad, 21 attended schools with no fees, 3 attended schools with fees below the education allowance and the remaining 16 children were in schools charging tuition fees above the double ceiling of the education allowance under Staff Regulations.

The EBA has paid contributions to nursery, primary and secondary level tuition fees on top of the education allowance under Staff Regulations in the total amount of 43,927.89 GBP in the school year 2012/2013.

The Management Board was informed and the information was also part of the MSPP 2015-2017. The current practice takes full account of the observation of ECA, and is brought into line with the ECA recommendations.

2. The Agency informed the discharge authority that the CVs and declarations of interests of the Management Board and the Board of Supervisors, as well as the declarations of interests of the Chairperson, Executive Director and senior management will be published by the end of 2014. At present, only the CVs of the Chairperson and Executive Director are publicly available. When does the Agency intend to publish the remaining missing information?

Answer:

The Agency's Conflict of Interest Policy applicable to members of the Management Board and Board of Supervisors has been approved and will enter into force on 24th January 2015 and therefore EBA staff is receiving the required declarations of interests from Management Board and Board of Supervisors Members, whereby these declarations will be published on the EBA website in early Q1 2015 as soon as available. The declarations of interests of the Senior Management, i.e. the Chairperson and the Executive Director have been published on the EBA website.

ECDC

1. The Court identified that 38% of committed 2013 appropriations for operational meetings (amounting to 594 758 euro) were carried over to 2014. How will the ECDC monitor operational meeting expenses to avoid unnecessary carry-overs in future?

Answer:

ECDC has implemented a Decision to organise meetings preferably in Stockholm. This provides enhanced control on the activity execution: the number of carry-forward meetings decreased in 2014 as compared to 2013. Meetings funds are now allocated individually (one commitment per meeting) to allow improved financial follow up of meeting's budget execution. Furthermore, ECDC implemented quarterly reviews of the Agency's Meeting Plan thus enabling action plans to carry-out activities at risk, or the making of decisions to cancel meetings and de-commit funds.

ECHA

1. ECHA operates in implementing the Union's chemicals' legislation (REACH). Which of the problems that occurred during the implementation do still exist? Which problems have been solved? Which stakeholder meetings took place in 2013?

Answer:

The REACH Regulation has several review mechanisms built in:

- Every five years, Member States shall submit to the Commission a report on the operation of the REACH Regulation in their respective territories;
- Every five years, the Agency shall submit to the Commission a report on the operation of the REACH Regulation;
- Every three years the Agency, in accordance with the objective of promoting non-animal testing methods, shall submit to the Commission a report on the status of implementation and use of non-animal test methods and testing strategies used to generate information on intrinsic properties and for risk assessment to meet the requirements of REACH;
- Every five years, the Commission shall publish a general report on:
 - a) the experience acquired with the operation of REACH;
 - b) the amount and distribution of funding made available by the Commission for the development and evaluation of alternative test methods.

In the context of the latter report ("REACH review"), the Commission concluded in 2013 that REACH functions well and delivers on all objectives that at that time could be assessed. Some needs for adjustments have been identified, but balanced against the interest of ensuring legislative stability and predictability, the Commission did not propose any changes to the enacting terms of REACH.

Stakeholders' Days are organised annually. This free-of-charge conference offers participants the chance to hear the latest news and updates from ECHA, European industry associations and NGOs. Stakeholders were also involved in a large number of other meetings, workshops and formal Committee meetings in 2013. They are routinely invited to any open event that the Agency organises. Open invitations are issued through the Agency's bi-monthly Stakeholder Update, which seeks to give advance warning of things coming up so that Stakeholders can advise their members and pass the news on. In this way, all stakeholders are invited to participate – no partiality is shown.

The Directors' Contact Group is an informal platform which is held with industry stakeholders to exchange views on operational matters. A quarterly meeting, NGO Platform, is held with civil society stakeholders to address issues of concern with them. Additionally, an annual stakeholder workshop inviting all Accredited Stakeholders, eighty at this point in time, is organised to discuss strategic issues which can then influence the Agency's future programme of work. Communication related issues are discussed within the accredited stakeholders' communicators' network, which meets twice a year. Information on these meetings is published on the website.

EEA

1. While the EEA has intensified its checks on the eligibility and accuracy of staff costs claimed under the grant programmes, the Court of Auditors report notes that on the spot verifications of costs at beneficiary level are still rare. The EEA's response to the COA report indicates that two verification missions have been performed regarding the 2013 final cost claims covering approximately 18% of total staff costs at the level of the beneficiary. What percentage of the checks turned up ineligible or inaccurate claims? And, if ineligible or inaccurate claims were identified, what steps have been taken to prevent these in future?

Answer:

0.12 % of the controlled costs were considered ineligible.

During 2014 EEA has offered detailed explanations and training to the beneficiaries regarding the criteria for eligibility of costs, and in particular the acceptable methodologies for calculating staff costs, all described in a written manual. Four on the spot missions were conducted verifying payments made in 2013. These payments covered 20.45% of beneficiaries total staff costs. The objective of these missions was to verify the calculation of the costs claimed based on relevant documentation and to analyse the reliability of the internal control systems put in place to provide this documentation.

EFCA

1. The Agency drafted a comprehensive policy on the prevention and management of conflict of interests and submitted it to the Administrative Board on 17 October 2014. Has the new policy been adopted by the Administrative Board? If this is not the case, please inform the discharge authority on the reasons and expected calendar for adoption/implementation.

Answer:

Yes. The new comprehensive policy on the prevention and management of conflict of interest was adopted by the Administrative Board on 17 October 2014. The new policy is published on EFCA's internet site website at:

http://www.efca.europa.eu/pages/home/docs_basicdocs.htm

EIT

1. In 2013 the overall level of committed appropriations was 97 %, indicating that overall commitments were made in a timely manner. The budget implementation rate was low, however, at 74 % of the EU contributions for title I (staff expenditure), which is mainly related to the high turnover of staff and the outstanding adoption of the regulations on salary adjustments. Can the Institute identify why staff turnover is so high and what can be done to prevent this in future?

Answer:

The EIT has made efforts to identify reasons behind and to reduce the turnover of staff.

The first action taken is carrying out exit interviews with the staff leaving the EIT. The analysis of the exit interviews indicates that there is a series of reasons for staff turnover which allows to identify different reasons for leaving: a) the lack of a clear career perspective at the EIT (e.g. absence of appraisal and re-classification system and no contracts of indefinite duration can be offered); b) difficult work environment (instability at management level and high workload); and c) unattractive salary package (the correction coefficient for Hungary is low compared to other Member States and given the costs of living in Budapest).

The correction coefficient was unfortunately further reduced at the end of 2014, which is not under the control of the EIT. To mitigate the high turnover staff the EIT, i.e. IAC and management team, has identified improvements in the vacancy management and they are being implemented according to an action plan. In addition, the EIT has put in place an appraisal and re-classification system in autumn 2014. Actually, changes have already been made at management level.

As a result, a positive trend can now already be seen since the measures have been put in place: 6 staff joined the EIT since August 2014 and no staff member resigned in the same period.

EMCDDA

1. The Agency reviewed its policy on the prevention and management of conflict of interests which is to be submitted to the Management Board in December 2014. Has the new policy been adopted by the Management Board? If this is not the case, please inform the discharge authority on the reasons and expected calendar for adoption/implementation.

Answer:

As announced, the EMCDDA Management Board, at its meeting of 4-5 December 2014, approved the EMCDDA policy for the prevention and management of conflicts of interest. This policy reflects the ‘Guidelines on the prevention and management of conflicts of interest in EU decentralised agencies’, as adopted by the European Commission on 10 December 2013.

ENISA

1. With regards to the Court's comments on the need to carry out a comprehensive physical inventory (which in 2012 hadn't been done since 2009, and is still listed as an on-going concern), can the Agency please provide an update?

Answer:

The Agency performed a comprehensive physical inventory count in 2013. The results of the inventory count were reported within the Annual Accounts of 2013. The comment of the Court appears on-going because the declassification procedure for the items out of use was still pending, at the time of the audit (Q2 2014). All relevant inventory items, identified as obsolete or damaged, were declassified (Q4 2014), according to the provisions of the internal procedure and part of the items were donated to local government authorities in need (Q4 2014). The remaining declassified items will be disposed of by auction (those in good condition, where recovery of a material amount is expected) or recycling/destruction in Q1 2015.

2. The Agency proposed a discussion for decision on the publication of CVs and declaration of interests of the Management Board members during the Management Board Ordinary meeting on 28 October 2014. Which were the results of this discussion?

Answer:

The Annual declarations of interests and of commitment of the Members of the Management Board and their alternates are made publicly available through the Agency's website:

<http://www.enisa.europa.eu/about-enisa/structure-organization/management-board>

In addition to the requirements of the ENISA Regulation (EU) No 526/2013, the CV of the Chairperson of the ENISA Management Board is published on ENISA website.

ERA

1. The Court's report mentioned specifically the number of employees being engaged by the Agency on temporary contracts, sometimes indefinitely. With regards to job security and business continuity, please specify why it is necessary to have so many staff on temporary contracts?

Answer:

Like the majority of regulatory agencies, the establishment plan of ERA only contains temporary posts, i.e. posts which can be filled by temporary agents.

Based on the particular provision in Article 24(3) of the Agency regulation, the Agency had originally adopted an implementing rule on the use of temporary agents limiting the period of employment for all operational staff to five or eight years. Due to the negative effect of this on the Agency's ability to ensure business continuity, in 2013 the agreement from the Commission was obtained to change the implementing rule in such a way as to only limit the duration of employment to a maximum of five or eight years when the tasks to be carried out are of a definite duration (the so-called short-term posts). All other staff occupy long-term posts which means that they eventually can be offered a contract of indefinite duration.

In this way the business continuity issue has been addressed.

Temporary agents are, in line with the legal framework, normally offered an initial contract of four years which can be renewed for a period of normally two years. If granted, a second renewal will be for an indefinite period.

2. Please specify the conditions attached to temporary contracts as opposed to permanent contracts?

Answer:

Except for the duration of the contract and the possibility of renewal, the conditions of employment are the same for staff occupying short-term and long-term posts.

3. Costs could be reduced if operations were centralised in one location. Please provide an update as to why this hasn't been pursued.

Answer:

On 13 December 2003, the European Council decided that "[t]he European Railway Agency shall have its seat in Lille-Valenciennes" (OJ L 29, 3.2.2004, p. 15). This decision leaves the Agency with no other option but to share its activities between the two cities Lille and Valenciennes. The decision can only be changed at the level of the European Council.

So whereas the Agency cannot change the content of the decision, all efforts are made to limit the negative consequences (financially and in terms of efficiency) of the double location as far as possible.

4. In 2014, the Agency reviewed its policy on the prevention and management of conflict of interest for all staff. The Agency stated that the updated policy will be adopted by the Executive Director by the end of 2014. Has the new policy been adopted by the Executive Director? If this is not the case, please inform the discharge authority on the reasons and expected calendar for adoption/implementation.

Answer:

In line with the Common Approach on EU decentralised agencies and its commitment to the highest ethical and integrity values, the Agency has developed an Antifraud strategy to address more comprehensively the issues of ethics and integrity in the Agency. The strategy has been submitted for approval to the Administrative Board on 26/11/2014. After the consultation process it is foreseen to be approved in March 2015. The revision of the policy on the prevention and management of conflict of interest is also a specific action in the submitted Antifraud Strategy.

5. The Agency stated that together with the Administrative Board it will deal with the issue of the publication of the CVs and declarations of interest of the members of the Management Board in November 2014. When will the Agency publish the CVs and declarations of interest of the members of the Management Board as well as of the Executive Director's declaration of interest and the CVs and declarations of interest of the senior management staff?

Answer:

During its regular meeting of November 2014, the Administrative Board expressed its support to Parliament request to have a policy on conflict of interest as well as to the publication of the CVs. The draft policy is under consultation and is foreseen to be adopted by the end of March 2015. Subsequently, all AB members will have to complete a declaration of interest form and publish their CVs.

The publication of the Executive Director and senior management (i.e. Heads of Unit) declaration of interest forms and their assessment will be regulated in a comprehensive and practical manner in the revised policy on the prevention and management of conflict of interest for staff. It is also foreseen to be adopted by the end of March 2015.

The Agency intends to publish both the CVs and declarations of interest of its Executive Director and senior management by end of March 2015.

EU-LISA

1. Can the Agency assure the Parliament that insurance coverage for fixed tangible assets has now been secured?

Answer:

As foreseen in 2015 procurement acquisition plan necessary procurement procedure will be finalised in Q1 2015. In 2014 technical specification and relevant market survey for assets insurance was finalised. Negotiated procedure with 3 preselected insurance companies will be launched in January. It is planned to have insurance contract by the end of March 2015. Maximum estimated costs of insurance contract is 60,000 EUR and planned duration of the contracts is 3 years.

2. In its 2011 Report on discharge in respect of the implementation of the budget of the European Union agencies, the European Parliament insisted on the fact that all agencies should develop and implement comprehensive independence policies and procedures, inter alia establishing a breach of trust mechanism and clear sanctions or changing those already in place on the basis of lessons learned and recommendations of Special Report No 15/2012. Although the Agency was not directly subject to EP 2011 discharge recommendations as EU-LISA started its operations on 1 December 2012 only, which policies has the Agency put in place in this area regarding the prevention and management of conflict of interests?

Answer:

In the case of EU-LISA, the members of the Management Board and Advisory Groups do not act in personal capacity. The Member States and the Commission appoint them. The members of the Management Board, the Executive Director and the members of the Advisory Groups issue an annual, written, public statement of commitment. Rules for Agency's Staff bound by the Staff Regulation and the Conditions of Employment are clearly foreseen in Title II (Rights and Obligation). Any staff member is obliged to carry out his/her duties independently, objectively, impartially and in keeping with his/her duty of loyalty to the EU.

In addition, the Agency put in place at the beginning of 2013 Ethical Behaviour and Conduct code, Internal Operational Standards and a Leadership Charter, which address amongst other subjects conflict of interests.

In 2014 the Agency completed its first fraud risk assessment where it had assessed the degree of exposure to conflicts of interest as well. Based on the assessment's results, the Agency is drawing up an action plan and a draft Anti-fraud Strategy that will be submitted for adoption to the Management Board in February 2015. One action already identified and included in the action plan is to adopt a separate policy on prevention and management of conflict of interest by September 2015.

EU-OSHA

1. The Court of Auditors report identifies acceptable reasons why carried over appropriations were high. However, the Court's comment from 2012, which is listed as an on-going issue, notes delays have resulted from the decentralised organisation of procurement procedures which prevents effective monitoring of the implementation of the procurement plan. What steps have been taken to rectify this?

Answer:

Since 2012, several steps have been taken to further improve the planning and monitoring of procurement procedures:

- the procurement planning is prepared together and included in the Annual Management Plan;
- the close monitoring of its implementation is ensured at unit level as well as by the management group on a regular basis;
- A procurement manual and guidelines for contract management guidelines have been developed;
- A Finance and Procurement cross unit Project Team has been established to ensure harmonisation while continuing to operate on a semi decentralised organisational model.

2. The Agency has prepared a Conflict of interest policy which was to be presented to the Governing Board in November 2014. Has the new policy been adopted by the Governing Board? If this is not the case, please inform the discharge authority on the reasons and expected calendar for adoption/implementation.

Answer:

On 25 November 2014, the Agency's Governing Board adopted the Policy on the management of conflict of interest and related procedures, which are based on the guidelines issued by the Commission at the end of 2013.

The policy and the procedures, together with the declarations of interests and summaries of CVs of Governing Board members and senior management staff, are now available on our website, respectively at: <https://osha.europa.eu/en/about/organisation/governingboard> and <https://osha.europa.eu/en/about/organisation/staff>

EUROFOUND

1. What progress has been made with regards to negotiations with the Irish Government to establish a comprehensive headquarters agreement?

Answer:

For many decades EUROFOUND had clear agreements with different services of the Irish Government regarding privileges and immunities for the organisation and its staff members. However, no comprehensive single headquarters agreement was in place. To this end negotiations with the Irish Government started in February 2014. After several constructive meetings at different levels a draft was presented to EUROFOUND in December in which most of the previously contentious matters were resolved. The final round of negotiation and subsequent signing of the agreement is expected during the first half of 2015.

EUROJUST

1. Can Eurojust provide an update on progress towards solving an on-going issue identified by the court in 2011 regarding the overlap of responsibilities between the Director and the College of Eurojust?

Answer:

Eurojust expects that the perceived overlap of responsibilities between the Administrative Director and the College of Eurojust will be addressed in the proposed new Regulation of the European Parliament and of the Council on the European Union Agency for Criminal Justice Cooperation (Eurojust) (COM(2013) 535 final, 2013/0256 (COD)).

2. The Agency confirmed its intention to review its arrangements for the prevention and management of conflicts of interests on the basis of the Commission's Guidelines on the Prevention and Management of Conflict of Interest in EU Decentralised Agencies. Has the review been finalised and which are the preliminary/final results? If so, which measures will be implemented following the review? If not, when will the review be launched?

Answer:

The review of Eurojust's arrangements for the prevention and management of conflicts of interest on the basis of the Commission's Guidelines on the Prevention and Management of Conflict of Interest in EU Decentralised Agencies is ongoing. Finalisation of the Eurojust specific rules is foreseen after the final adoption of the proposed new Regulation of the European Parliament and of the Council on the European Union Agency for Criminal Justice Cooperation (Eurojust) (COM(2013) 535 final, 2013/0256 (COD)).

EUROPOL

1. Can Europol update the Parliament on the outcome of its organisational-wide review of the overall procurement process? How will this review ensure the effectiveness of procurement procedures in future?

Answer:

Europol conducted an organisational-wide review of the overall procurement process (in particular regarding the key stages of tendering, contracting and monitoring of contracts). As a result, Europol initiated the establishment of a central procurement function, with responsibility for ensuring adequate quality levels across the entire procurement process. A Business Manager for Europol's central procurement function is being recruited in Q1 2015. The improvements are also expected to address the comments made by the ECA regarding the effectiveness of Europol's procurement activities, given that a centralised procurement function will strengthen the interaction and management of all key stages (tendering, contracting and monitoring of contracts), as well as the related quality controls (to ensure the viability and suitability of offers in particular).

FRA

1. The European Agency for Fundamental Rights contributes monitoring and assisting EU-wide efforts to implement the EU's plan for Roma integration. What kind of data is your agency collecting to assess the progress on Roma integration measures? What are the results of the assessment of the progress on EU's Roma integration plan?

Answer:

Background to FRA's work in support of Roma integration

In 2010 FRA developed a multi-annual programme of activities to support Roma integration efforts by the European Commission coordinated by the Roma Task Force, which the Agency attends regularly. This programme responds to the requests in the European Commission Communication of 5 April 2011 on an EU Framework for National Roma Integration Strategies up to 2020 for comparable data. The programme encompasses three main activities: first, conducting research and collecting data on the socio-economic conditions and fundamental rights situation of Roma across the EU - through surveys of large scale random samples, where this is feasible; second, carrying out qualitative action research at local level to better understand the drivers and barriers to effective Roma integration actions; third, supporting Member States to develop effective monitoring methods which produce comparable data. The objective of the programme is to contribute in the implementation of Council Recommendation of 9 December 2013 on effective Roma integration measures in the Member States (2013/C 378/01).

1. Data collected by FRA to assess progress on Roma integration measures

The programme collects three types of data:

1. Primary statistical data through surveys on large randomly selected population samples. In 2011 FRA in close cooperation with the Commission, UNDP and the World Bank conducted a first round of its survey on Roma populations. The next round is carried out in 2015 as part of FRA's EU Minorities and Discrimination Survey (EU-MIDIS II) and will be conducted in 2015.
2. Secondary data and mapping official data sources – FRA routinely collects all existing data at national level annually. In addition, in 2013 FRA mapped available official data sources at EU, national, regional and local level to identify gaps and needs for disaggregated data.
3. Qualitative data at local level through action research – FRA is carrying out a project on Local Engagement for Roma Inclusion (LERI)². The project collects evidence on factors that influence the development and implementation of Roma integration strategies at local level, identifying what works and what does not work and why. The research develops tools for engagement and implementation of local actions working directly with residents, Roma and non-Roma and local authorities. The project was piloted in 2014 and project implementation will take place in 22 localities in 11 Member States in 2015-2016 (BG, CZ, FI, FR, EL, HU, IT, RO, ES, and UK).

2. What are the results of the assessment of progress on EU's Roma integration plan?

The European Commission assesses progress based largely on data collected and analysed by FRA in its annual reporting to the European Parliament, the Council, the EESC and the CoR, see the Report on the implementation of the EU Framework for National Roma Strategies (2014).

The results confirm concerns expressed repeatedly by the European Parliament that many Roma face discrimination and social exclusion living in marginalised and very poor socio-economic conditions. In the 11 EU Member States covered by the Roma survey in 2012, where the overwhelming majority of Europe's Roma live, the results show that their socio-economic situation in employment, education, housing and health is not satisfactory and is worse, on average, than the situation of non-Roma living in close proximity. They also show that Roma continue to experience discrimination and are not sufficiently aware of their rights guaranteed by EU law, such as the Racial Equality Directive.

For example: In education on average, only one out of two Roma children surveyed attend pre-school or kindergarten; only 15 % of young Roma adults surveyed complete upper-secondary education. In employment, on average, fewer than one out of three Roma are reported to be in paid employment; in health, on average, about 20 % of Roma respondents are not covered by medical insurance or do not know if they are covered; In housing , on average about 45 % of the Roma live in severe housing deprivation conditions; in addition, about 90 % of the Roma households had an equivalised income below national poverty lines; on average, around 40 % of Roma live in households where somebody had to go to bed hungry at least once in the last month because they could not afford to buy food.

The evidence shows that the nature of the challenges many Roma are facing in the EU requires policy responses which articulate development efforts within a rights-based approach. Such policy responses must tackle the socio-economic barriers that Roma face while also ensuring that their fundamental rights are respected.

FRA has published the following reports based on data collected through the programme:

FRA (2014). Poverty and employment: the situation of Roma in 11 EU Member States;

FRA (2014). Education: the situation of Roma in 11 EU Member States;

FRA (2014). Discrimination against and living conditions of Roma women in 11 EU Member States;

FRA (2014). Roma Pilot Survey Technical Report;

FRA (2012). The Situation of Roma in 11 EU Member States – Survey Results at a Glance;

Earlier FRA reports include:

FRA (2009). EU-MIDIS Data in Focus Report 1: The Roma;
FRA (2009) The situation of Roma EU citizens moving to and settling in other EU Member States
FRA (2009) Housing conditions of Roma and Travellers in the European Union
FRA (2008) Violent attacks against Roma in the Ponticelli district of Naples, Italy

In order to facilitate the access to (and usage of) the data, FRA also developed a user-friendly data visualisation tool.

Other relevant activities conducted or supported by FRA

- FRA works together with the Commission and 17 Member States to develop monitoring tools and a set of common indicators that can improve monitoring of policy implementation.
- The outcome of this work to date is a common core set of rights-based indicators, based on Council Recommendation of 12/2013 on Effective Roma Integration Strategies covering education, employment, health, housing and horizontal issues such as non-discrimination.
- Four member States (IT, HU, BG and SK) indicated their willingness to test the indicators with a view to populating them with data and information in 2015.
- The statistical institutes of BG, HU and RO will test ethnic data disaggregation and identifiers. It is expected that a number of methods will be tested by the end of 2015 allowing Member States to exchange information on data collection practices that are most appropriate for their specific legislative frameworks. The work will be coordinated by FRA in close cooperation with national statistical institutes and the European Commission

In addition to the activities conducted under the FRA's Multi-Annual Roma Programme, the Agency regularly collects data on Roma integration and publishes them in its Annual report.³ The 2014 Annual Report includes a chapter on Roma inclusion, with a focus on the progress in the implementation of the national Roma integration strategies, and in 2014 the focus will be on the use of structural funds.

FRONTEX

1. Could the Agency provide an update on the on-going issue of weaknesses in the system for reconciling supplier's statements with the corresponding records at the Agency identified by the COA in 2012? The recent ECA report notes that supplier's statements at year-end were reconciled with considerable difficulty. What steps has Frontex taken to monitor supplier balances more regularly and to analyse differences in a timelier manner?

Answer:

The issue of weaknesses in the system for reconciling supplier's statements relates to public authorities which do not have centralised accounting systems or do not have implemented accrual accounting. With private entities, the Agency manages to reconcile statements without problems.

In the additional interim reconciliation exercise which Frontex conducted during summer 2014, about 90 % of the selected major suppliers from the private and public sector replied to the request. Indeed the data quality is deemed not to be significantly different from previous exercise which indicates that no changes in the financial information system of the suppliers from the public sector were implemented. To give a concrete example: For the operations in Italy, the agency cooperates with the Italian Ministry of Interior as Beneficiary; this is done on request of the Italian authorities, the Agency has no influence on the national decisions how to organise the cooperation with Frontex.

The implementation of the individual grants is however done in a decentralised way in Italy, depending who deploys vessels, aircrafts or officers to a Frontex coordinated operation; thus involving Guardia Costiera, Guardia di Finanza, Polizia di Stato and/or Carabinieri. When sending requests for reconciliation, they are addressed to the Ministry, however on central level is no overview on the outstanding amounts, they are available on regional level and it takes time to compile them, sometimes it is not feasible at all to compile those amounts.

Being an EU Agency, Frontex sees very limited possibilities to change a situation that is depending on a decision of the individual Member State; the additional reconciliation exercise in summer did not come to any other result.

2. The Parliament notes that Frontex plans to launch an additional reconciliation exercise in summer 2014 to improve the quality of the reconciliation. What steps can be taken to avoid an additional conciliation process being required in future?

Answer:

Frontex takes note of the consideration of the Parliament to avoid an additional conciliation exercise which is indeed time consuming and involves additional efforts / resources on both sides. In summer 2014, the agency sent 18 letters to ten different suppliers; nine of the entities addressed were public entities, one was a private company.

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The private company provided accurate data. Out of the nine public entities addressed, eight reacted on our request; however, as most of the public entities needed to receive input from different departments/entities on national level, the replies remained incomplete.