

Committee of the Regions

Annual Activity Report for 2014

MARCH 2015

EN

TABLE OF CONTENTS

INTRODUCTION	2
1. POLITICAL ACHIEVEMENTS	3
2. IMPLEMENTATION OF THE MANAGEMENT PLAN PER SERVICE	78
2.1 SECRETARIATS OF THE POLITICAL GROUPS	78
2.2 DIRECTORATE FOR CONSULTATIVE WORKS (DCW).....	2324
2.3 DIRECTORATE FOR HORIZONTAL POLICIES AND NETWORKS (DIR E).....	2829
2.4 DIRECTORATE FOR REGISTRY AND SERVICES TO MEMBERS (DIR B)	3334
2.5 DIRECTORATE FOR COMMUNICATION, PRESS AND EVENTS (DIR D)	3536
2.6 DIRECTORATE FOR ADMINISTRATION AND FINANCE (DIR A)	4041
2.7 INTERNAL AUDIT SERVICE (IAS).....	4445
2.8 DIRECTORATE FOR LOGISTICS (DL).....	4748
2.9 DIRECTORATE FOR TRANSLATION (DT).....	5152
3. INTERNAL MANAGEMENT AND CONTROL SYSTEMS, AUDIT AND FOLLOW-UP OF RECOMMENDATIONS BY FINANCIAL CONTROL BODIES	5455
3.1 INHERENT NATURE AND CHARACTERISTICS OF THE CoR RISK ENVIRONMENT	5455
3.2 INTERNAL CONTROL SYSTEM	5455
3.3 BUDGET PLANNING, EXECUTION AND MONITORING	5556
3.4 VERIFICATION.....	5657
3.5 EX-POST CONTROL	5758
3.6 EXCEPTION REPORTS.....	5758
3.7 OVERALL ASSESSMENT OF THE COSTS AND BENEFITS OF CONTROLS	5859
3.8 INTERNAL AUDIT FUNCTION.....	5960
3.9 FOLLOW-UP OF RECOMMENDATIONS BY ECA AND OF DISCHARGE QUESTIONS.....	6061
4. ISSUES PERTAINING TO THE DECLARATION OF ASSURANCE.....	6162
5. THE DECLARATION OF ASSURANCE	6263

Annex 1: Financial resources

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

Annex 3: Transfers of appropriations

Annex 4: Negotiated procedures

Annex 5: Report on compliance of the time limits suspension

Annex 6: Provisional annual accounts and financial reports

Annex 7: Human resources

INTRODUCTION

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

This annual report of the Authorising Officer by Delegation (the Secretary-General of the European Committee of the Regions) is established on the basis of the Financial Regulation (art. 66.9 of the FR 2012), the internal rules on the implementation of the budget and the Charter of tasks and responsibilities of the Committee's authorising officer by delegation.

As required by the above provisions, the annual report covers the activities of the institution (the objectives and main achievements of the year under review), as well as the budget execution within the parameters of the control environment established by the authorising officer by delegation. The report also contains a declaration, signed by the authorising officer by delegation, on the application of the principle of sound financial management on the use of the resources and the legality and regularity of the underlying transactions in 2014.

Part 1 of the report is a brief summary of the political achievements of the institution in 2014.

Part 2 presents the main achievements and activities compared against the objectives set in the Management Plan 2014-2015, which is a tool used to identify and prioritise goals and objectives and serves as a basis to evaluate final results and achievements.

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

Part 4 contains comments made by the authorising officer by delegation on the management system he has put in place.

Finally, Part 5 is the declaration by the authorising officer by delegation.

1. POLITICAL ACHIEVEMENTS

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

In June 2014, the CoR elected Michel Lebrun as its President and Catuscia Marini as First Vice-President following the election of Ramón Luis Valcárcel Siso and Mercedes Bresso to the European Parliament.

The political context of the CoR's work in 2014 was marked by the European Parliament elections, the appointment of a new European Commission, the 20th anniversary of the CoR in 2014 and the beginning of a new CoR mandate in early 2015. The CoR met five times in Plenary Session in 2014 and two extraordinary Bureau meetings were organised in Athens and Turin marking the EU Presidencies of Greece and Italy. The Committee adopted in total 57 opinions prepared in the specialised commissions and 6 resolutions. The networks and platforms (Europe 2020 Monitoring, Subsidiarity Monitoring, European Grouping of Territorial Cooperation, etc.) provided supplementary input to these documents. Based on its opinions and resolutions, the CoR actively engaged in the preparation of the Commissioner-designates' hearings and President Lebrun participated in the hearing of Commissioner-designate Corina Crețu at the REGI committee.

Deliver on Europe 2020

The central theme of President Valcárcel's presidency was the support to Europe 2020, the European growth strategy. President Lebrun equally placed economic growth and jobs for the young at the top of his priorities. The Athens declaration at the 6th European Summit of Regions and Cities on 7 March 2014 set out a 7-point plan for reform of the Europe 2020 strategy, emphasising the need for a territorial dimension in the strategy.

Ensure the better investment role of LRA

Following up on its previous opinions on the new Multi-annual Financial Framework (MFF) and related sectorial programmes, the CoR made efforts to ensure that new funding mechanisms will enable effective investment at local and regional levels. In its Turin declaration ahead of the October European Council, the CoR urged the European Institutions and national governments to ensure the full mobilisation of EU cohesion policy investment by excluding national and regional co-financing from the deficit calculations under the Growth and Stability Pact. The CoR also worked towards an action plan with the EIB an action plan to boost the delivery of the € 315bn Juncker Plan and EU structural funds.

Engage with citizens and debate Europe

The CoR continued its cooperation with the other institutions in the context of the European elections in 2014. The CoR also made recommendations on how the EU Institutions can better reconnect Europe with its citizens through more and better communication at local level.

Develop the territorial dimension of EU external relations

In 2014, the CoR continued its dialogue on territorial policies in the context of the European Neighbourhood Policy, Enlargement Policy and Development Cooperation, e.g. through the Euro-Mediterranean Regional and Local Assembly (ARLEM), the Conference of Regional and Local Authorities for the Eastern Partnership (CORLEAP), Joint Consultative Committees (JCCs) and Working Groups (WGs). A Joint Consultative Committee with Serbia was established. Moreover, the CoR facilitated the capacity building of local and regional authorities in candidate and potential candidate countries through cooperating with the European Commission in the Local Administration Facility (LAF).

The annual CORLEAP meeting took place on 29 September in Tbilisi and adopted a resolution in the lead up to the EaP summit in Riga in May 2015. In the framework of ARLEM, meetings were organised in Morocco, Egypt and Turkey.

A strong CoR in a new Europe

To celebrate its 20th anniversary, the CoR adopted a resolution on the CoR's 20th anniversary at the plenary session in June, setting out a roadmap to strengthen the political and institutional role of the Committee. In addition, it held an official ceremony, assessing the successes and challenges of the CoR since its inception in 1994. A series of debates was organised to look back at the main achievements and reflect on the CoR's future.

In terms of impact on the final legislation or importance of contribution to the inter-institutional debate, the following opinions can be highlighted in 2014:

The opinion on *Execution of the EU Budget* has enabled LRAs to underline the local and regional dimension in inter-institutional debates on budgetary issues and enabled the CoR to become a recognised partner of EU institutions also in EU Budget issues. Following difficulties in some Members States to spend allocated Cohesion Policy resources in time, the Commission has set up a task force for better implementation, at the end of 2014. This task force provides technical support and best practice sharing for those Member States who have unused commitments from 2007-2013 period. It will also suggest mid-term actions to be undertaken for the 2014-2020 period. This goes in line with the CoR opinion and shows that the Commission is taking a more proactive approach ahead of the new programming period.

The opinion on *Reconnecting Europe with its citizens: more and better communication at local level* contributed to the public debate on the rebuilding citizens' trust in the European integration project. The opinion received a lot of direct interest from the renewed EU institutions (Parliament and Commission) and managed to influence their reflection process on the new communication strategies.

The opinion on the *Fourth railway package*: the CoR recommendations, which inter alia comprise the clarification of the definition of competent local authorities, including those working at cross-

border-level and the option for the competent authorities to directly award public service contracts, have made their way into the EP legislative resolutions in February 2014. Concerning the Council position, only the impact on the technical pillar can be reflected. Here, some CoR recommendations for legislative amendments were also taken on board in 2014, such as the possibility to appeal in the event that the European Railway Agency fails to act within the prescribed time limits.

The CoR has been highly committed to the process of modernisation of the state aid mechanism for rescuing and restructuring firms in difficulty, adopting two opinions on this matter (Opinion on *EU guidelines on state aid for rescuing and restructuring firms in difficulty* of 11 April 2013 and the Revised opinion of 31 January 2014). Important concerns voiced therein have been acknowledged by Commissioner Almunia (the need for a broader scope of application, the use in all cases of advertising and acquisition bans, the need for more detailed provisions on when divestments may not be required and the need to include the possibility of prohibiting cash outflows such as dividends) and a significant number of recommendations were taken on-board in the revised guidelines adopted by the European Commission in July 2014, in particular the highly important issue of raising the thresholds for determining when state aid needs to be approved by the European Commission.

The CoR was able to influence the Circular Economy Package published 2nd July 2014 through 4 opinions on EU waste policy: *The review of the European Union's key waste targets*, *Green Paper on a European strategy on plastic waste in the environment*, *Proposal for a Regulation amending the Waste Shipments Regulation* and *Proposal for a Directive on Lightweight Plastic Carrier Bags*. Both the communication and the legislative proposal reflect some of the CoR's recommendations: i.e. the ceasing of EU funding for landfill and incineration, reinforced extended producer responsibility, increased targets for plastic packaging waste and the introduction of an aspirational target of reducing marine litter by 30 % by 2020 for some type of litter found on beaches.

The opinion on *Information provision and promotion measures for agricultural products on the internal market and in third countries* had several points taken on board in the final legislation, such as reference to geographical origin of a product, involvement of Member States in the evaluation and selection of programmes, the increase of European co-financing, especially for information and promotion measures during agricultural crises, and where multi-programmes in third countries are concerned.

The opinion on *Enhanced Co-operation between Public Employment Services* had an important impact on the procedure in the European Parliament, several points from the CoR opinion being retained to a significant extent in the final text of the Decision. Thus CoR's concerns regarding the need to ensure decent and sustainable work and occupational mobility on a fair basis are now listed among the objectives of the network. The final decision also retained the mention of the "subnational" level, the specific reference to the experiences and opinions of local and regional and the cooperation of the network with LRAs.

Further details will be provided in the Annual Impact Report 2014.

Reinforced cooperation with the European Parliament

In the context of stepping up its efforts to improve its impact in the EU decision making, the CoR signed a political cooperation agreement with the European Parliament, accompanied by a trilateral administrative cooperation agreement including the European Economic and Social Committee in February 2014. The political cooperation agreement aims at reinforcing the democratic legitimacy of the EU and at contributing to the Treaty objective of pursuing territorial, social and economic cohesion in the Union. The CoR has started to reinforce its capacities for this cooperation and will continue to do so in its new 5-year term of office starting in 2015. At technical level, the EP will support this process by providing CoR members and rapporteurs with access to the services of the European Parliament Research Service (EPRS) in exchange for the transfers of staff agreed on in the administrative part of the cooperation agreement.

Renewal of the cooperation agreement with the Economic and Social Committee

Throughout 2014, the CoR has been preparing with the EESC the renewal of the administrative bilateral cooperation agreement between the Committees. End of 2014, both Committees signed a one-year extension of the current cooperation agreement till the end of 2015 while identifying areas for improvement and efficiencies to be negotiated in 2015, in view of signing a new optimised multi-annual cooperation agreement based on the principle of balanced resources to be implemented as of 1 January 2016.

2. IMPLEMENTATION OF THE MANAGEMENT PLAN PER SERVICE

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

The table below shows the staff of the Committee of the Regions in 2014¹.

Type	AD	AST	Total
Establishment plan	323	209	532
Contract agents (1)	3	33,5	36,5
Interim personnel (2)			1
External contract staff	0	22	22
Seconded national experts	6	0	6
Other outside personnel (medical doctor)	1	0	1
Total	333	264,5	598,5

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

(2) Interim staff replacing an official/agent are not included.

2.1 Secretariats of the Political Groups

2.1.1 PES Group

Objective 1: Strengthen PES Group's impact on the CoR political activities

In order to increase political cohesion within the PES Group and consequently to strengthen the PES Group's impact on CoR political activities, PES Bureau meetings were held in conjunction with each ordinary plenary session, in advance of CoR Bureau meetings. There were regular PES Group meetings before each CoR plenary session (five sessions during 2014, no PES Group meeting was organised prior to the Athens Summit). The main aim of PES Group meetings was to discuss topical issues, to adopt common positions on key political issues and to prepare for plenary session debates and votes. Where permitted by the agenda, the President invited a guest of honour for an exchange of views on a topical issue. Before each CoR commission meeting during 2014, PES coordination meetings were held. In the case of commission meetings held away from Brussels, a preparatory PES meeting was held whenever logistically possible.

Concerning the meetings organised by the PES Group on specific topics, the following events were organised:

- A seminar on "Digital revolution: what future for audiovisual media" in Brussels on 11 April 2014;
- The Extraordinary Group meeting in Brussels was jointly organised by the PES Group in the CoR and the S&D Group in the European Parliament "A call for Change" on 10 September 2014;
- The PES external Group meeting initially planned in Limousin (France) was finally cancelled due to the participation of the member hosting the event in European elections;

¹ This table includes vacant posts to be filled following the 2014 screening exercise and returned to the Budgetary Authority.

- A seminar on "The implementation of the Youth Guarantee" on 8 October within the framework of Open Days 2014.

Objective 2: Strengthen the CoR's impact on the EU decision-making process

In order to strengthen the CoR's impact on the EU decision-making process, the PES Group has reinforced its strategy on the follow-up of opinions as well as on its contacts at inter-institutional level and with national parties, especially on opinions drafted by PES rapporteurs.

In terms of consultative works, a total of 20 opinions drafted by PES rapporteurs were adopted by CoR plenary sessions in 2014. A number of major political issues were covered by these opinions, which put forward concrete legislative amendments, taken on board in the relevant EP reports. We can underline for example the opinions of Ms Marini on "promoting quality of public spending", Ms Jaeger on "Climate change", Mr Destans on "the social dimension of EMU", Mr Zingaretti on "the Cohesion report" or Mr Bore on "Urban mobility".

Relations with the European Parliament:

On 10 September, the PES Group and the S&D Group jointly organised their Group meeting in the CoR on the theme "A Call for Change".

In addition, throughout the year, MEPs were invited to PES meetings in order to exchange views on topics dealt with by the two institutions.

Relations with the Party of European Socialists (PES)

In 2014, the PES Group took part in the meetings of different PES organs and working groups, namely the Coordination Team, the Presidency, the Executive, the Leaders, PES Women, the PES Election Task Force and the PES Manifesto Team.

In addition, the PES Group sent a CoR delegation at the PES Congress, which took place in Rome (Italy) on 1st March 2014.

Relations with the national parties

The PES Seminar on the future of audiovisual media on 11 April 2014 has been organised in cooperation with the PS Group in the French-speaking Community of Belgium.

Relations with the Young European Socialists (YES)

On 8 October, the PES Group organised in close cooperation with YES a seminar on "The implementation of the Youth Guarantee", a priority policy theme for both the PES Group and YES.

Objective 3: Increase the PES Group's monitoring of CoR administrative and budgetary affairs

On 31 January 2014 the Committee of the Regions adopted its new Rules of Procedure on the basis of Article 306, second paragraph, of the Treaty on the Functioning of the European Union. This adoption closed the activities of the ad hoc commission set up in 2013 for this purpose.

Concerning the Commission for Financial and Administrative Affairs (CFAA), the participation rate of PES members was close to 100% in 2014. The same observation can be made for the meetings of the Political Monitoring Group between the European Economic and Social Committee and the

Committee of the Regions. This shows clearly the commitment of PES members to budgetary issues and CoR internal management. PES members were also very active in the framework of the negotiations with the European Parliament in relation to the signature of the cooperation agreement between the two institutions and the EESC. Members were also very committed in the debate concerning the revision of the cooperation agreement with the EESC. The agreement was finally extended for one year in order to deepen the analysis of the possible improvements.

The revision of certain rules was debated by CFAA in 2014 which led to the adoption of new rules on the following matters:

- Reimbursement of travel and meeting expenses for members
- Reimbursement of travel and meeting expenses for experts and speakers
- Reimbursement of travel and meeting expenses for third parties
- Organisations of meetings and seminars in the CoR.

Three other regulations were discussed and are foreseen to be revised in 2015:

- the regulation on office expenses,
- the regulation on representation expenses,
- the regulation on political and communication activities for CoR members.

Objective 4: Development of PES Communication strategy

The PES Group has adopted a communication strategy which proposed to move away from paper communication towards an electronic one. The key initiative in this respect was the launch of *e-echoes*, the PES Group's electronic Newsletter, which fully replaced the paper version. One of the major activities which have increased the hits on the PES website is the annual photo competition. The theme of the 2014 photo competition was "Jobs for Europe, Europe for jobs" and 420 European residents participated in the contest. Another major communication activity was the organisation of the PES Group's first ever music competition "Remix Europe", whereby participants were asked to compose their own version of the European Anthem. The PES Group has also systematized the use of social media (Twitter, Facebook), which has resulted in greater visibility of the work of its members.

Thanks to the different initiatives launched in 2014, there were around 57,500 hits on the PES Website, which represents a slight decrease compared to 2013 (-6%), although this still represents an increase of 1.2 % in terms of individual visitors.

In terms of visitors' groups, the PES Group welcomed around 62 groups, that is approximately 1,544 visitors.

Last but not least, in order to give further visibility to its 2-year long work around youth employment during the Greek Presidency and the CoR's Athens Summit, the PES Group made its publication "Youth Employment: Making it happen" available in Greek.

Objective 5: Complete the integration of Croatian members within the PES Group and forge links with elected representatives from candidate and applicant countries

In 2014, the PES Group was not able to obtain the appropriate rapporteurships for the Croatian members of the PES Group. An effort will be made in 2015 to identify a topic of interest for our new members.

Nevertheless, Croatian members were identified to participate in working groups or joint consultative committees. This has paved the way for the appointment of Ms Bužinec as Vice-President of the PES Group for the new term of office 2015-2020.

Human resources of the PES Group Secretariat

Type	AD	AST	Total
Establishment plan	8	4	12
Contract agents			
External contract staff			
Seconded national experts			
Other outside personnel (specify)			
Total	8	4	12

2.1.2 EPP Group

Objective 1: Build on the stronghold of the EPP group as political motor

Under the presidency of Michael Schneider, the EPP Group held regular meetings prior to the CoR Bureau (29 January, 1 April, 24 June, 6 October, and 2 December 2014), Plenary Sessions (30 January, 2 April, 25 June, 7 October, 3 December 2014) and CoR Commission meetings so as to prepare the work and coordinate the position of the EPP. The main aim of the EPP Group meetings was to discuss topical issues, to adopt common positions on key political issues and to prepare for plenary session debates and votes. This increases political cohesion within the EPP Group and consequently strengthens the EPP Group's impact on CoR political activities.

In addition, the EPP Group organised and participated in the following extraordinary activities dedicated to specific topics:

- 6th Summit of Regions and Cities, Athens, 7-8 March 2014
- Summit of EPP Regional and local political leaders, Poznan, 25 April 2014 (see objective 2)
- Promoting and protecting the tastes of Europe's regions and cities, OPEN DAYS workshop on 8 October 2014
- Innovative Solutions for a European Industrial Renaissance, Badajoz seminar, 24 October 2014.

EPP CoR members also took active part in CoR seminars, both as speakers or chairing sessions. They participated in other key political debates, such as those with the Commissioners and Council Presidencies during the CoR plenary sessions. The position of EPP CoR members was well articulated also in the CoR own resolutions and declarations, and in the CoR opinions and political resolutions. A total of 21 opinions drafted by EPP rapporteurs were adopted by CoR plenary sessions in 2014. A number of major political issues were covered by these varied opinions, with topics ranging from health to environmental and cohesion policies. Notably the EPP Group led the discussion on the first ever EU budget execution opinion under the rapporteurship of Adam Struzik, in the framework of the CoR Ad-hoc Budget Group.

Objective 2: Strengthen co-operation with other institutions and EPP Party

In order to strengthen the CoR's impact on the EU decision-making process, the EPP Group has reinforced its strategy on the follow-up of opinions as well as on its contacts at inter-institutional level, especially on opinions drafted by its rapporteurs.

- Relations with the European Parliament:

Bilateral meetings were regularly organised between EPP rapporteurs of the CoR and their counterparts in the European Parliament. In addition, throughout the year, MEPs were invited to EPP meetings in order to exchange views on topics dealt with by the two institutions. During the hearings of the European Commissioner delegates, which took place between 29 and 7 October, there was a close cooperation between the two EPP Groups and Michel Lebrun was invited to participate in two of the hearings, in his capacity as President of the CoR. President Michael Schneider met bilaterally with EPP Group Chairman, Manfred Weber, on regular occasions to identify areas where cooperation could be stepped up.

- Relations with the European People's Party

In 2014, the EPP Group took part in the meetings of different EPP organs and working groups, notably the Political Assembly and the working groups on "European Policy", "Economic and Social Policy" and "Climate Change and Energy". President of the EPP, Joseph Daul, participated in an EPP Group meeting on 25 June and in the Winter University for local media (see objective 3).

A delegation of the EPP Group in the Committee of the Regions actively participated in the EPP Congress in Dublin on 6-7 March 2014 which nominated Jean-Claude Juncker as its candidate for the Presidency of the European Commission's next term. On this occasion, brochures on the values of the EPP Group in the CoR were distributed to all Congress participants.

On 25 April, the EPP Group in the CoR gathered more than 700 local and regional EPP leaders from around Europe in the Polish city of Poznań to share policies for boosting jobs and growth in the EU. The Summit of EPP Regional and local political leaders was part of the official EPP European election campaign and campaign for EPP candidate Jean Claude Juncker for President of the European Commission and was co-organised by the European People's Party, the EPP Group in the Committee of the Regions and Platforma Obywatelska. European Council President, Donald Tusk, also participated.

- Relations with the Martens Centre for European Studies

Ingrid Habets participated in the Study Visit on behalf of the Wilfried Martens Centre and Jose Luis Fontalba was a speaker at the Winter University. The EPP Group participated in the Economics Ideas Forum, a flagship event of the Martens Centre, in Bratislava on 16-17 October through the participation of EPP VP Markku Markkula. The EPP Group were pleased to include articles in their newsletters from the Martens Centre (see objective 3) and Michel Lebrun contributed to the European View publication with an article on multilevel governance. EPP Group staff participated in many conferences organised by the Martens Centre.

Objective 3: Promote and improve visibility of EPP-CoR Members' work

In 2014, the EPP continued to produce the "Plenary Horizon" videos highlighting the opinions to be adopted, guests invited to the EPP Group meeting and any relevant high-profile speakers at Plenary.

This complements the EPP paper newsletter "The rEPPorter" which was published in 5 issues in 2014, prior to each of the CoR's plenary sessions.

The EPP's activity on the social media was also intensified, notably via its Twitter and Facebook accounts, where we have 1,446 followers and 2,207 likes respectively: these figures are double the amount in 2013. In terms of visitors' groups, the EPP Group welcomed several groups of elected representatives from the EU and its neighbourhood.

On 1-3 April, the EPP Group welcomed 30 MA students for its annual Study Visit. They met with high EU officials and debated what matters to young people ahead of the European Parliament elections. The annual EPP-CoR University for local and regional media was held on 10-11 December 2014, bringing together local and regional media representatives and communication professionals from EPP regions and cities in networking, brainstorming and information activities. These two programmes are part of the EPP's efforts to profile the work of the CoR and its elected local and regional representatives.

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

EPP members contributed to the negotiations on the cooperation agreement with the European Parliament, both in its administrative and political branches, including via bilateral meetings with MEPs. Under the leadership of the EPP, the cooperation agreement was signed on 5 February. Intensive work took place on the future role of the CoR-EESC joint services and the EPP played an active role in the negotiations on the new rules of procedure for better functioning of the CoR Commissions, Bureau and plenary work, which entered into force on 6 March. Michel Lebrun and Anders Knape held the position of chair of the political monitoring group to supervise the implementation of the administrative cooperation agreement with the EESC. More transparency and efficient spending of the CoR budget were strongly promoted throughout the year thanks to the EPP Group representatives in CFAA.

Objective 5: Integration of new members in the EPP group

With the recent accession of Croatia, the EPP wanted to ensure that the newest members of the EPP family were fully involved in its work. Within this context, Bruno Hranić was the 2nd Vice-Chair of the ENVE commission and had the occasion on several occasions to chair the meetings. Nikola Dobroslavić was particularly active in the interregional group on the Adriatic-Ionian macro-region. More generally, newly appointed members have been encouraged to be active in the work of the CoR.

Human resources of the EPP Group Secretariat

Type	AD	AST	Total
Establishment plan	8	4	12
Contract agents			
External contract staff			
Seconded national experts			
Other outside personnel (specify)			
Total	8	4	12

2.1.3 ALDE Group

Objective 1: Propose ideas and solutions for Europe, EU legislation, and local and regional democracy

Speeches:

- 29 January **Paul O' Donoghue**, ALDE –CoR Vice-President to European Commission **Rehn**
Bas Verkerk, ALDE –CoR President to European Commission President **Barroso**
- 30 January **Agnès Durdu**, ALDE –CoR Vice-President to European Commission President **Barroso**
- 1 April **Satu Tietari** to Commissioner Laszlo Andor, responsible for Employment, Social Affairs and Inclusion
Istvan Serto-Radics to Commissioner Fule and Volodymyr Groysman, Deputy Prime Minister of Ukraine
- 23 June **Alin Nica** on the Resolution "Proposals of the CoR for the new European Legislative Mandate"
- 24 June **Bas Verkerk** on the CoR 20th Anniversary
- 6 October **Bas Verkerk** for the Open Days
Roland Werner to **Karel De Gucht**

Opinions with ALDE rapporteurs: All approved by CoR plenary

ALDE Group Meetings: 5 Group Meetings, organised before each Plenary Session

Seminars and Extraordinary Group Meetings:

- 11 April Extraordinary Group Meeting in Ptuj, Slovenia with the topic of **Development of a knowledge-based society to boost growth and reduce poverty** with 8 guest speakers **Alin NICA**, Mayor of Dudestii-Noi, Romania, **Štefan ČELAN**, Mayor of Ptuj, **Jelko KACIN**, Member of the European Parliament (ALDE/Slovenia), **Marko CURAVIC**, Head of Unit, DG Enterprise and Industry , **Xavier DUMONT PERUGA**, Head of Entrepreneurship Resource Centre, Barcelona Activa, **Harry GOLDMAN**, CEO of Swedish Jobs and Society, **Alenka HREN**, SPIRIT Slovenia, Public Agency of the Republic of Slovenia for the Promotion of Entrepreneurship, Innovation, Development, Investment and Tourism , **Matjaž MULEJ**, Professor Emeritus at the Faculty of Economics, University of Maribor, Expert associate of the Institute for Entrepreneurship and Small Business Management, Member of the Department of Entrepreneurship and Business Economics.
- 17 May ALDE at Open Day Doors, an event organised by the CoR, Brussels. ALDE organised a presentation about the Group and its role in the CoR and a quiz for its visitors.
- 15 September ALDE Seminar on **Regional Energy Plans** in the provinces of Drenthe and Groningen, The Netherlands. Speeches by **Bas VERKERK**, ALDE-CoR President and Mayor of Delft and **Henk BRINK**, Member of the Board of the Province of Drenthe. Presentations: **Henk VAN DE BOER**, Member of the Board of the Province of Drenthe, **Marko KWAK**, Manager Project Development Waste to Energy – ATTERO, **Bert GIJBERTS**, Member of the Board of the Province of Flevoland, **Piet DE VEY MESTDAGH**, former member of the CoR.
- 7 October ALDE Open Days Seminar in Brussels: **'Improving access to finance: using EU microcredit schemes'** chaired by **Bas VERKERK**, Mayor of the City of Delft and President of the ALDE group. **Speakers: Per-Erik ERIKSSON**, Head of Microfinance team at European Investment Fund, **Patrick SAPY**, General Manager of Micro Start, **Jorge RAMIREZ**, General Manager, European Microfinance Network (EMN).

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

The ALDE Group produced briefings for: Group Meeting, CoR Bureau, CIVEX Commission, NAT Commission, ENVE Commission, COTER Commission, EDUC Commission, ECOS Commission, Plenary Session, CoR Conference of Presidents, JCCs and working groups, ARLEM, CORLEAP, BUDG Commission, Ad Hoc Commission on the Rules of Procedures, and other ad hoc meetings.

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

ALDE Rapporteur	CoR Opinion	No. amendments proposed to EP
TURLAIS, Dainis	Prevention and deterrence of undeclared work	3
SPACCA, Gianmario	EU Strategy for the Adriatic and Ionian Region	In preparation
BEISSEL, Simone	EU Long-term Investment Funds	7
DURDU, Agnès	EU budget 2015	0
DECOSTER, Francois	Efforts to promote genuine solidarity on a real European migration policy	Presidency referral
TIETARI, Satu	Green Action Plan for SMEs and Green Employment Initiative	In preparation
VERKERK, Bas	Towards and Integrated Urban Agenda for the EU	In preparation
ZERLAUSKIENE, Odeta	Internet Policy and Governance	EP declined to do a report.
ZERLAUSKIENE, Odeta	Interoperability as a means for modernising the public sector	In preparation

ALDE-CoR rapporteurs/coordinators meeting with MEPs:

- 18 February & 25 June **Bas Verkerk with Michael Theurer:** *Towards an Integrated Urban Agenda for the EU.*
- 4 September **Agnès Durdu with Eider Gardiazabal Rubial, Nils Torvalds and Kajsa Kalla:** *EU budget 2015.*
Agnès Durdu with Kajsa Kalla: *CFAA request to EP to reinstate some budgetary cuts made by the Council.*
- 7 October **Gianmario Spacca with Ivan Jakovčić:** *EU Strategy for the Adriatic and Ionian Region.*
- 8 October **Dainis Turlais with Georgi Pirinski and Yana Toom:** *Prevention and deterrence of undeclared work.*
- 5 November **Satu Tietari with Philipp De Backer:** *Green Action Plan for SMEs and Green Employment Initiative.*
- 3 December **Francois Decoster with Cecilia Wikström:** *Efforts to promote genuine solidarity on a real European migration policy.*
Odeta Zerlauskiene with Michael Theurer: *Interoperability as a means for modernising the public sector*

Objective 4: Contribute to organisation of CoR work and efficient running of the Administration

ALDE did not exceed the total budgetary amount allocated to it for 2014.

ALDE President participated in the selection of the new Secretary General.

ALDE participated in the discussions regarding the implementation of the Cooperation Agreement with the European Parliament and the preparation for the re-negotiation of the Cooperation Agreement with the EESC.

Objective 5: Increase the profile of the CoR towards specifically targeted stakeholders

- 18 January **Bas VERKERK** addresses the **ALDE Party Bureau** Meeting to provide relevant information from a local, regional and CoR perspective.
- 14 March **Bas VERKERK** participates to a meeting on **Territorial Dialogue**, Brussels
- 4 April **Doreen HUDDART** speaks about **EU enlargement and cooperation among liberals from SEE-EU**, in Porec, Croatia
- 26-28 **ALDE Joint event with ELF** (European Liberal Forum) in Sofia, Bulgaria. **Istvan**
- September **SERTO-RADICS**, Mayor of Uszka and ALDE member speaks about the integration of Roma in Central and Southeast Europe
- 21 November ALDE-CoR holds a **joint reception** with the ALDE Party at the ALDE Party Congress in Lisbon, Portugal. The joint reception was co-hosted by the President of the ALDE Group, **Bas VERKERK**, Mayor of the City of Delft. Speaker: **Sir Graham WATSON**, ALDE Party President and former ALDE MEP.
- 10 December **ALDE Extraordinary Group Meeting** and **ALDE-LeaDeR awards reception** in Brussels. Welcome addresses by ALDE-CoR President **Bas VERKERK** and ALDE Party President **Sir Graham WATSON**. Other speakers: **Kim ELING**, Deputy Head of Cabinet of Commissioner Christos STYLIANIDES (Humanitarian Aid & Crisis Management), **Maud ARNOULD**, Member of Cabinet of Commissioner **Neven MIMICA** (International Co-operation and Development), **Gilles de KERCHOVE**, EU Counter-terrorism Coordinator, **Maarten SMIT**, Member of Cabinet of Commission Vice-President Frans TIMMERMANS. **Announcement of winners of ALDE LeaDeR awards** in the following categories: Young European of the Year , Most effective EU Ambassador, Best liberal European Elections campaign, Promoting party interaction with citizens, Achievement in Opposition, Achievement in Government, Jury's special award, Life-time Achievement award, President's award.

Publications/Newspaper articles: 4 issues of ALDE newsletter; press releases after every plenary session, ALDE Brochure.

Human resources of the ALDE Group Secretariat

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

2.1.4 EA Group

Objective 1: Enhance the Political Identity of the European Alliance group and of the CoR in EU institutions, Regional and Local Authorities and Political Groups

and

Objective 2: Achieve goals as defined by the EA group, organise group meetings, achieve 'rapporteur' positions in key policy areas.

- EA Group meeting: focussed on Promoting and Preserving Europe's diverse Culture and Heritage.

On the invitation of Cllr Mrs Linda Gillham the European Alliance group of the EU's Committee of the Regions held a seminar on Promoting and Preserving Europe's diverse Culture and heritage in Runnymede on 2 June 2014.

The meeting focused on culture and cultural heritage as a human value, which supports national, regional and local identity, protecting cultural and linguistic diversity, with due respect for lesser used and regional languages. Promoting culture and cultural heritage is essential in order to strengthen democratic values in Europe and to contribute to social and economic cohesion.

- **Study visit:** long-term financing of large/major infrastructure projects in the EU regions using different sources of funding

On the invitation of Mr Witold Krochmal the European Alliance Group bureau organised a study visit to Wroclaw, on 29 September to view the Odra River Basin Flood Protection project in Lower Silesia (Poland). The meeting focussed on discussion on the long-term financing of major infrastructure projects in the EU regions using different sources of funding co-financed by the World Bank. The main development objective of the Project is to protect the population in the Odra River Basin against loss of life and damage to property caused by severe flooding by modernization and reconstruction of Odra-Widawa flood channels and embankments.

- **Open days' workshop:** "Developing EU policy and regional strategies towards sustainable living".

There is no sustainable living without sustainable buildings. This is one of the key messages emerged from the debate of the seminar "Developing EU policy and regional strategies towards sustainable living" hosted by the European Alliance Group (EA) in the context of the Open Days. The EA group members, experts and representatives of the EU institutions concur that shifting towards a more sustainable, low carbon and resource efficient economy is a priority if the EU is to improve its competitiveness while maintaining a high quality of life for the citizens. With the construction and building sectors, making a very intensive use of energy and water resources and accounting for a large share of all extracted materials as well as of the total waste produced in the EU, housing needs to adapt to the current challenges and address the increase in construction costs, energy efficiency and environmental concerns.

Objective 3: Ensure members are fully briefed on issues of importance to them in the context of CoR work; ensure that members have the opportunity to fully participate and influence the decision making process. Link with European Alliance Group political priorities.

During 2014 the EA group undertook the following opinions:

Plenary	Member	Topic
30-31 January 2014	Brian Meaney (IE/EA)	NAIADES II package
2-3 April 2014	Linda Gillham (UK/EA)	Reduce the consumption of lightweight plastic carrier bags
7-8 October 2014	Povilas Žagunis (LT/EA)	Aid scheme for the supply of fruit and vegetables, bananas and milk in the educational establishments
7-8 October 2014	Witold Krochmal(PL/EA)	Long-term financing of the European economy
3-4 December 2014	Marek Olszewski(PL/EA)	Recognition of skills and competences acquired through non-formal and informal learning

Objective 4: Increase the profile of the Institution among specifically targeted stakeholders. Link with European Alliance Group political priorities.

EA group members regularly participated as speakers at high-profile EU events organised by the European Commission, European Parliament and Council meetings in 2014. A full list is available from the secretariat. The EA group members also increased the number of meetings with the European Commission and the European Parliament given the increased number of opinions and events by the group and its members.

Newsletters were published on 5 occasions over the year, generally just before each plenary session. EA members had numerous articles published in the European Parliament magazine and the Regional Review. The EA Group is a regular contributor to the CoR's magazine. 2014 was a very successful year as regards press articles in newspapers, radio and TV coverage. The website was updated on a weekly basis.

The EA group organised the following projects under the Political and Information budget (budget line 264):

- EA / CoR Secondary Schools Competition 2014

On 25-26 June, the EA group welcomed 40 students and teachers to Brussels. The two-day event took place on the occasion of the annual secondary schools competition organised by the European Alliance group.

- Primary Schools Art Competition 2014 'My Region, My Future'

The European Alliance group launched and organised its highly acclaimed Primary Schools Art Competition aimed at primary school students between the age of 6 and 12. The topic for this year is 'My Region, My Future', allowing students to depict via art the future of cities, towns, schools, environment, parks, Europe, etc.

This year's competition saw the participation of 16 primary schools from 9 Member States across the European Union.

Human resources of the EA Group Secretariat

Type	AD	AST	Total
Establishment plan	3	2	5
Contract agents			
External contract staff			
Seconded national experts			
Other outside personnel (specify)			
Total	3	2	5

2.1.5 ECR Group

Objective 1: Propose ideas and solutions for EU legislation, EU governance and local and regional democracy

The ECR Group organised events where policy areas were explored.

26 September ECR Group held its external meeting Toruń (Poland) on the subject of "*Sustainable food and food tourism as a source of regional growth.*" The guest speakers were Prof. Jarosław Dumanowski (Nicolaus Copernicus *University*), Niclas Fjellstrom (European Network of Regional Heritage-European), Michał Korolko (Board Member of Kujawsko-Pomorskie Region, EU Funds Specialist), Jarosław Pająkowski (Vice Chairman, Kujawsko-Pomorskie Association of Regional and Local Product) and Wiesław Czarnecki (Director, Department of Agriculture, Marshall Office, Toruń). The ECR Group adopted policy conclusions at the end of its meeting. A study visit was also organised at the margins of the Group meeting to *Karbówko*, a touristic village that uses organic food and traditional food to attract tourists.

28 October ECR Group extraordinary meeting on the "role of local and regional authorities in the EU legislative process: review of the past and a vision for the future" consisting of two sessions. External speakers were Dan Hannan MEP (Secretary General, Alliance of European Conservatives and Reformists), Dr. Jorge Nunez Ferrer (Associate Research Fellow, Centre for European Policy Studies) and Rory O'Donnell (Head of regions, agriculture, and fisheries section, UK Permanent Representation). The ECR Group adopted conclusion on its vision for the future role of local and regional authorities in the EU legislative process.

7 October ECR Group organised a workshop on "mobility in geographically and demographically regions" connected to the ECR opinion on the subject. This workshop was organised as part of the annual Committee of the Regions Open Days (European week of regions and cities). The workshop brought together approximately 100 practitioners and policy-makers. Speakers: Wolfgang Schausberger (Managing Partner, MC Mobility Consultants), Marie Clotteau (Project Manager, Euromontana) and Isabelle Maës (Policy Officer, DG MOVE, European Commission).

4 November The ECR Group Bureau held a strategic meeting in London to discuss local and regional priorities and how they could best be voiced in the EU. The guest speakers

were Geoffrey-Clifton Brown MP (Chairman of the Conservative Party's International Office and AECR Vice-President), Cllr Roger Evans (Chairman of Greater London Assembly) and Pawel Swidlicki (Research Analyst, Open Europe Think-Tank).

A total of 5 opinions were drafted by ECR Group members and unanimously adopted at the CoR plenary sessions.

Name of opinion	Rapporteur
7 th Environmental Action Programme: sustainable cities	Daiva Matoniene (LT)
Innovation in the Blue Economy: Realising the potential of our seas and oceans for jobs and growth	Adam Banaszak (PL)
EU Quality Framework for anticipation of change and restructuring	Pavel Branda (CZ)
Post-2015 Hyogo Framework for Action	Harvey Siggs (UK)
Mobility in geographically and demographically challenged regions	Gordon Keymer (UK)

Objective 2: Supporting the full participation of ECR members in the work of the CoR

Under the Presidency of Cllr Gordon Keymer CBE FCA, the ECR Group held regular meetings prior to the plenary session meetings (30 January, 2 April, 25 June, 6 October and 3 December 2014). Regular preparatory meetings were also held prior to Commission meetings.

Members were provided with voting sheets approved by the Coordinator for Commission meetings and plenary sessions, briefings for all Commission meetings and annotated plenary agenda for the plenary sessions. Speeches were drafted for members due to take the floor during the plenary session after guest speakers.

Objective 3: Show leadership and contribute to the organisation of CoR work and efficient running of the Administration and budget

The ECR Group participated in all the meetings of the Commission for financial and administrative affairs (CFAA) and the ECR Group was active in making contributions. The same observation can be made for the meetings of the Political Monitoring Group between the EESC and the CoR.

The ECR Group members have also contributed to the preparation and negotiation of the cooperation agreement with the European Parliament, both in its administrative and political branches, including bilateral meetings with the Vice-President of the European Parliament in charge of relations with the Committee of the Regions (Oldrich Vlasák MEP).

The ECR Group did not exceed its overall budget allocation.

Objective 4: Strengthen ECR Group and CoR profile vis-à-vis institutional clients

Publications/Newspaper articles: there were 4 issues of ECR newsletter and press releases were issued on key issues. The ECR Group further developed its communication tools by developing its website and set-up a twitter account. Tweets are regularly sent around Commission meetings and plenary session meetings.

ECR events with speakers from other institutions: the Group held events with external speakers (detailed information provided under objective 1). The ECR Group also participated at the 17 May EU Open Doors, where it had a stand presenting the Group and its activities.

Relations with national parties, Alliance of European Conservatives and Reformists and European Parliament: The ECR Group continued to host guest speakers in its Group meetings that took place prior to the plenary sessions. In 2014, this included the Chairman of the ECR Group in the European Parliament Syed Kamall MEP and Andrew Lewer MEP who attended the 7 October Group meeting.

The ECR Group President is a member of the Alliance of European Conservatives and Reformists Council and attends the AECR meetings where representatives of the AECR affiliated national parties and EU Groupings participate. AECR events where the ECR Group participated:

- | | |
|------------------|---|
| 21 March | ECR Group is represented at the Conference and Council meeting of its Alliance (AECR). |
| 6-8 June | AECR Conference looking at solution to Europe's debt crisis. |
| 12-14 September | AECR/European Democrat Group Conference looking at who should be the supreme arbiter of Human Rights in Europe and its implications for judicial sovereignty, supranationalism and the rule of law. |
| 31 Oct. – 2 Nov. | AECR Council meeting |

Furthermore, the ECR Group organised a joint event. On 2 April, the ECR Group celebrated its first anniversary with its political family in a reception hosted by the Alliance of European Conservatives and Reformists President Jan Zahradil MEP and Secretary General Daniel Hannan MEP and attended by the President of the ECR Group in the European Parliament Martin Callanan MEP.

The ECR Group President attended the 28 September – 1 October Conservative Party Conference in Birmingham, participating in the fringe events, receptions and dinners. The President participated in the Monday 29 September dinner and 30 September reception hosted by Chairman of the ECR Group in the EP.

Follow-up of opinions: The ECR Group followed-up on the key messages in its opinions. Follow-up work was conducted for all ECR Group opinions. This was done by sending amendments to the European Parliament, meeting and contacting MEPs (e.g. rapporteurs, shadow-rapporteurs, Political Group Coordinators and or Deputy-Coordinators), meeting and sending information to individuals from the Permanent Representations of Member States and meeting and sending information to individuals from the European Commission.

Example of the impact the ECR Group's follow-up activities:

1. EU Solidarity Fund - the rapporteur Pavel Branda engaged in meetings with the European Parliament and successfully had 5 of its key messages (4 taken on-board completely and 1 taken on-board partially) incorporated in the Parliament's opinion on the EUSF. The rapporteur also had meetings with the Czech Representation to the EU. The adopted Regulation (27 June) had contained 4 of the CoR amendments and parts of 2 CoR amendments.

The CoR rapporteur met with the rapporteur from the European Parliament Estaràs Ferragut MEP (28 November 2013) and was in contact with ECR Group MEP Oldrich Vlasak MEP and also participated in the EP REGI discussion on the EUSF (18 December 2013) where the EP draft report was presented and an exchange of view with the CoR rapporteur (Pavel Branda) took place. The rapporteur was also in contact with and met representative from the Czech Representation to the EU (March).

2. Post-2015 Hyogo Framework for Action – the rapporteur met Commissioner Georgieva (16 May), the person responsible from her cabinet and the responsible person from the Directorate-General (29 April and 4 December) as well as the Second Secretary Security, UK Representation to the EU (29 April). The 5 June Council Conclusions on the Framework made reference to the role of local and regional authorities and contained elements that reflected the CoR position. The rapporteur also met the United Nations International Strategy for Disaster Risk Reduction (UNISDR) Director Elizabeth Longworth (16 May) and attended the 16 May European Business Summit as a speaker at a special session on private sector contributions to the post-2015 framework for disaster risk reduction. The rapporteur attended the December UNISDR as a speaker where a disaster resilience scoreboard for cities was being developed and provided input to the draft post-2015 Hyogo Framework for Action being prepared for the March 2015 international conference.

ECR Group MEPs were also contacted in the run-up to the Commission Hearings and provided questions that they could ask in the EP REGI Committee. These questions were raised during the hearing and Andrew Lewer MEP also informed the ECR Group that he raised the questions in a bilateral meeting with the Commissioner-Designate on 24 September.

Objective 5: Integration of new members in the ECR Group

New members have been included in mailing lists, receiving invitations to Group activities, briefings, background notes, the midday express, general communications and voting sheets. They also received a leaflet and a booklet introducing them to the activities of the Group.

Human resources of the ECR Group Secretariat

Type	AD	AST	Total
Establishment plan	2 (of which 1 vacant)	1	3
Contract agents			
External contract staff			
Seconded national experts			
Other outside personnel (specify)			
Total	2	1	3

2.2 Directorate for Consultative Works (DCW)

Objective 1: Timely and clearly defined support for the work of all CoR rapporteurs and other CoR commissions members

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Percentage of policy analysis prepared for each opinion	100%	Achieved (55 policy analysis for 55 opinions)
Percentage of stakeholder consultations organised at the request of rapporteurs	100%	Achieved (23 stakeholder consultations)
Percentage of planning documents established for opinions	100%	Achieved (55 Rolling Planning Charts for 55 opinions)

DCW was responsible for writing 269 briefings and memos for rapporteurs and other members and organising/attending in total 213 events. All those activities were carried out while respecting the deadlines set. Many briefings and memos needed to be prepared within a very short timeframe, and DCW coped with this pressure very well. In total, the DCW produced briefings, speeches and notes: 160 for the President, 42 for the Secretary General and 130 other notes, speeches, briefings and content for articles. Furthermore 56 colleagues of the DCW were involved as speakers.

Objective 2: Smooth organisation of all commission meetings and other events including CORLEAP as one of the thematic priorities, ensuring that members receive relevant information in time and are informed of the results of these meetings

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Members' reactions, complaints to organisation of meetings	100% satisfaction of members, national delegations and political groups	Achieved

In 2014, all 35 meetings of the standing commission, ad-hoc commission, JCCs and Working Groups (WGs) and CORLEAP were properly organised and no issues were reported. DCW is responsible for ensuring that all documents are submitted to members within the deadlines set by the Rules of Procedures, for enabling members to discuss and for reporting on and analysing the discussions.

Objective 3: Smooth running of CoR Plenary Sessions

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Percentage of voting guidelines prepared for each opinion	100%	Achieved
Number of meetings held with Secretary General	Meetings with SG before each Plenary Session	Achieved
Number of synoptic overview tables prepared	Synoptic overviews for all Plenary Sessions	Achieved
Number of resolutions prepared	To be confirmed	Achieved 7 (RESOL-V-10 up to and including 16)

Objective 4: Follow-up activities for all opinions and impact evaluation for all policy areas

DCW concentrated on enhancing the usability of the political planning documents for each opinion; aka Rolling Planning Charts (RPC). The charts are published on the DCW team site; with specific access rights for everyone in the CoR. The quality of the charts remains high throughout and is being used in the creation of the Annual Impact Report 2014, the Timeline available to the citizens via the CoR website as well as the present report.

Objective 5: Increased involvement of the European Parliament and the Council in activities related to CoR opinions

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of MEPs in commission meetings	30	Not achieved (9)
Number of participations of CoR in EP committee meetings	10 CoR rapporteurs in EP meetings	Not achieved (3)
Number of bilateral meetings between CoR and EP rapporteurs	20	Achieved (30)
Number of bilateral meetings between CoR rapporteurs and Permanent Representations	10	Achieved (22)

DCW continued to involve the other institutions in its work. This ranged from meetings to seminars and representing the CoR President in various events.

2014 was an election year for the European Parliament, hence the limited activity and opportunity for participation.

Objective 6: Less administrative burden for political work of DCW for better follow-up of opinion and impact planning

This objective was not pursued due to internal management reflections and the overall discussion on a new organisational structure in the CoR, expected for 2015.

Objective 7: Automate planning tool of opinions and link to web-publication

In May 2014, C1 and the Press Unit launched the Opinion's Timelines based on the Rolling Planning Charts completed by the commission secretariats. This proved not only to be a more cost effective solution (compared to the development of an online tool) but also provided the CoR with a visual tool enabling the CoR to promote its opinions via its website. The APPL database has undergone some changes (via Agora) and will now provide several reports and allow resolutions to be handled in very much the same way as the referrals.

Objectives by Service:

Unit C1 (Coordination of Consultative Works, Follow-up of opinions, Structured Dialogue and Stakeholder Consultations) has further developed the use of the Rolling Planning Charts to enable the creation of the Opinion Timeline on the CoR website. The follow-up of opinions has been widened and the general coordination role was increased.

More targeted stakeholder consultations are organised.

The **ENVE Commission** organised the following dedicated events and conferences:

- study visit "Low carbon, energy and environment - Sustainable solutions for environmental and resource management and innovative research" to Swansea University/United Kingdom, 29 April 2014
- study visit to the European Environment Agency (EEA) and to Copenhagen as European Green Capital 2014, 3 September 2014
- two meetings of the CoR/EC Joint Technical Platform for Cooperation on the Environment: EU Green Week session "Gearing up cities for the circular economy", 4 June 2014; and OPEN DAYS workshop "Improving waste water management - support from the European Structural and Investment Funds", 8 October 2014
- conference "Local and regional strategies on climate change and their contribution to an improved air quality" in Bologna/Italy, 16-17 October 2014
- EU Sustainable Energy Week high-level conference on "Local and regional perspectives on the EU energy policy 2030 - investment framework conditions and climate implications", 26 June 2014
- UN Conference of Parties on Climate official EU Pavilion event: "The importance of local action and multi-level governance in reducing greenhouse gas emissions", with Climate Alliance, 8 December 2014
- UN Conference of Parties on climate official EU Pavilion event: "Renewable energy as a local development opportunity", with the European Economic and Social Committee, 9 December.

ENVE Commission members also represented the CoR in the EU delegations to the 12th Conference of the Parties to the Convention on Biological Diversity (CBD COP12) in Pyeongchang, South Korea in October 2014 and to the 20th Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC COP20) in Lima in December 2014.

ENVE members continued to represent the CoR on the jury of the European Green Capital Award and represented the CoR on the jury of the new EU Natura 2000 Award.

The **NAT commission** held its 20th meeting and conference on "**Beyond the high season – promoting sustainable tourism throughout the year**" in Ponta Delgada, Azores, Portugal, on 5 June 2014. The event, attended by the representatives of the United Nations' WTO, DG MARE and DG ENTR was comprehensively covered by local, regional and national media.

The Seminar on "**The role of research and innovation in the bio-economy as a lever for increasing youth employment in the agriculture and forestry sector: success stories and future prospects**" was held in Florence/Italy, on 19 September 2014.

The **NAT commission** worked throughout the year with the DG ECHO Commissioners' cabinets and with the UNISDR to raise awareness about the local and regional dimension of the **Post 2015 Hyogo Framework for Action** and secured a **place for the CoR representative** within the EU delegation to the 3rd World Conference on Disaster Risk Reduction in Japan.

Mr. René Souchon (FR/PES), chair of the NAT commission, was appointed as a **CoR representative in the High Level Steering Board for the agricultural EIP**.

The NAT rapporteur gave the statement during the opening session of the hearing on **organic farming policy package** organised by the European Parliament and presented the MEPs with the key recommendations from the local and regional viewpoint.

The **ECOS commission** continued its close cooperation with the European Parliament giving a particular focus to legislative dossiers. Representatives from EUROFOUND, the European Institute for Gender Equality (EIGE), and from the Sectoral Social Dialogue Committee attended ECOS meetings to present their work to members and discuss the importance of involving Europe's regions and cities in all areas of policy making. Furthermore, the ECOS commission organised a seminar in La Rioja, Spain, on the topic of *Work-life balance: a shared responsibility* in March 2014.

The **COTER commission** concentrated its work on the implementation of the Cohesion policy legislative package, including a joint REGI-COTER meeting on the matter, the Sixth Cohesion report, as well as on macro-regional strategies, the latter being also the topic of an external event on "EUSAIR – The Adriatic Ionian macro-region", which was held on 11 and 12 July 2014 in Fabriano (Italy). Another focus was the work in the field of transport, where the COTER commission issued a number of opinions on mobility-related issues. The role of transport infrastructure as a tool for territorial cohesion was also highlighted in an external seminar on "Interconnecting Europe's Regions: the Territorial Perspective", which was held on 18 September 2014 in Iași (Romania).

The **BUDG Commission** has successfully pointed to two budgetary issues of concern for LRAs through two own-initiative opinions. The opinion on the execution of the EU Budget highlighted the responsibilities and difficulties of LRAs when implementing the EU Budget.

The **EDUC Commission** organised the following dedicated events and conferences:

- Conference 'Youth's Europe 2014-2020' in Krakow (Poland) on 13 June 2014
- Seminar on 'Promoting Cultural and Creative Sectors as Key Contributors to Boosting Local and Regional Competitiveness and Attractiveness' in Gabrovo (Bulgaria) on 1 July 2014
- EDUC was the main initiator and the driving force behind the major conference on Culture and Creativity organised on 29 January 2014 by the Committee of the Regions (CoR)
- The EDUC Chair participated in the high level panel during the EU Sport Forum (Milan, 1 December) and EDUC members took part in joint events organised with the European Training Foundation (ETF) and Eurochambres.
- Hearing on the Innovation Union and the Decade of Innovation
- Hearing on Partnerships between local authorities and sport.

The **CIVEX commission** organised:

- 6th Annual Dialogue between the EU Agency on Fundamental Rights (FRA) and the Committee of the Regions: "Local and regional authorities in the multilevel protection of the rule of law and fundamental rights in the EU"
- Joint meeting of the Committee of Regions' Commission for Citizenship, Governance, Institutional and External Affairs and the Congress' Governance Committee

- Joint Conference of Mayors on the impact of intra-EU mobility of EU citizens at local level
Co-organised by the European Commission and the Committee of the Regions
- European Citizens' Initiative Day co-organised with the EESC
- Plenary meeting of the Radicalisation Awareness Network (RAN) organised together with the European Commission
- External meeting and a seminar on "The role of local and regional authorities in the future of the EU", 22-23 September 2014 Brindisi, Italy
- Study visit: International Conference "Combating corruption - preventive and repressive measures on European, National, Regional and Local Level" Congress Innsbruck 8 - 9 May 2014
- Study visit: The right to education from early childhood: the Reggio Emilia approach and the experience of nursery schools and education centres in Reggio Emilia (Italy) 13-14 March 2014
- LAF workshops.

Another focus was on **the division of powers** within the EU, devolution, decentralisation and fiscal decentralisation, with major opinions and also the launch of a CoR website on the division of powers, providing a snap-shot of the articulation of competences at national and subnational (local and regional) levels in EU-28 and the enlargement countries.

In addition, the work of the JCCs and WGs was presented and debated in CIVEX, thus preparing the annual enlargement opinion. In total, 7 meetings of the WG and JCC were organised in 2014.

CORLEAP held 2 meetings in 2014: the Bureau and Conference on 28 April 2014 and the annual meeting and conference (with the EIB) on 29 September in Tbilisi (Georgia).

The CIVEX commission also arranged for the participation of representatives from all CoR political groups in the **election observation missions** that were organised by the Congress of Local and Regional Authorities of the Council of Europe to **Ukraine in May 2014** and to **Georgia in June 2014**.

Human resources of Directorate C

Type	AD	AST	Total
Establishment plan	34	20	54
Contract agents	1	1	2
External contract staff			
Seconded national experts	2		2
Other outside personnel (specify)			
Total	37	21	58

2.3 Directorate for Horizontal Policies and Networks (Dir E)

Objective 1: Supporting the implementation of the political priorities of the mandate in a proactive and forwards looking way

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of file notes and studies	20	Achieved (21)
Number of events/seminars/workshops	25	Achieved (26)
Number of briefing notes/speeches	<i>Effective and timely delivery on request</i>	Achieved (118)
Number of analytical notes on key topics	35	Achieved (37)
Number of ARLEM meetings	<i>one ARLEM plenary, two commission meetings and at least two Bureau meetings per year</i>	two Plenary Sessions, a Bureau meeting, one SUDEV and one ECOTER commission meeting
Number of EER applicants	16	Achieved (16)
Number of participants in surveys / consultations	<i>Europe 2020: Focus on consultation with closed multiple choice answers: > 100 participants / survey Subsidiarity: > 20 / survey</i>	Achieved (773)
Reference to territorial dimension of policies, role of LRA and EGTC mentioned in EU policy documents	<i>EGTC: 2 Europe 2020: reference to territorial dimension of Europe 2020 in the expected revision of the strategy; recognition of territorial dimension in Annual Growth Survey</i>	Achieved (EGTC: 2 Europe 2020: references to territorial dimension of EU 2020 - EC Stocktaking Communication on Europe 2020, - NRP and CSRs for 2014 (some references to territorial disparities and role of LRAs))
Number of references of results of networks/platforms in CoR opinions	<i>EGTC = 4 Subsidiarity = 5-10 Europe 2020 = 5-10</i>	Achieved (EGTC: 6 Subsidiarity: 2 Europe 2020: 3)
Number of references of results of networks/platforms in CoR Thematic Commission debates / CoR conferences	<i>EGTC = 5 Subsidiarity = 3-5 Europe 2020 = 10-15</i>	Achieved (EGTC: 5 Subsidiarity: 3 Europe 2020: 10)

Unit E1 developed co-ordinated and updated the **11 existing strategic planning timelines** for InterService Group (ISG). It executed 95% of the **budget allocated for studies** to support CoR consultative activities and networks (329.135,25 €) and 100% of the budget allocated to support the prospective activities (120.273,75 €). Unit E1 created a website and online signature platform for the CoR's newly adopted Charter for Multilevel Governance in Europe which helped gathering about 200 signatures in 2014. The Unit facilitated the participation of the CoR in **ESAC** (European Statistical Advisory Committee) and participated in the annual Eurostat Working Party on regional statistics and also published a statistical bulletin.

Unit E2 provided the first drafts of the **CoR contributions to the Europe 2020 mid-term review**, i.e., the **Athens Declaration "A territorial vision for growth and jobs"**, the **CoR Mid-Term Assessment Report on Europe 2020** and the **"Blueprint for a revised Europe 2020 strategy"**, including its dissemination. The Blueprint drew from two workshops and more restricted meetings, one online survey and external study (commissioned though E1) and the input was also used for the

5th CoR Monitoring Report on Europe 2020. The latter included sections on: multilevel governance at work for Europe 2020 (good practices); analyses of the National Reform Programmes and Country-Specific recommendations for 2014; assessment of the adoption of the partnership principles in the Partnership Agreements 2014-2020 between the Commission and the Member States. The **Platform Team** was engaged in the monitoring the 2014 **European Semester**. The main steps of the Semester were analysed. The Team drafted the CoR Bureau Resolution "Towards the Annual Growth Survey for 2015" and suggested amendments to EP De Backer and Ulvskog Resolutions on the European Semester and Europe 2020.

Unit E2 has undertaken three consultations of the **Subsidiarity Monitoring Network (SMN)** and/or the Subsidiarity Expert Group (SEG) and drew up reports/notes sent to the relevant CoR rapporteurs. The team analysed all CoR opinions against the obligation of an assessment of compliance with subsidiarity and proportionality and suggested to the Subsidiarity Steering Group to submit amendments to draft opinions. The subsidiarity team provided input to policy analyses for rapporteurs drafted by the DTC and organised three workshops to explore new approaches for a more effective subsidiarity monitoring. The unit also organised **Territorial Impact Assessment** workshops on 'Circular Economy Package' and 'Smooth phasing out of the milk quotas in the EU', as well as training on the use of ESPON Quick Scan methodology and an Open Days workshop. The **Platform of European Groupings of Territorial Cooperation (EGTC)** provided input on the cross-border dimension to selected opinions. The annual meeting was organised and a workshop was held during the Open Days. The EGTC Platform also commissioned a study for the 'EGTC Monitoring Report 2014'. The **EER** team prepared the review of the EER scheme, adopted by the CoR Bureau in September 2014. It also organised the jury meeting and award ceremony for the EER 2015 edition, three evaluation missions to the EER 2013 regions, a workshop during the Open Days and an Info Day promoting the EER 2016 edition. The **Unit E2** has been in charge of launching the CoR research and reflexion project on the Future of Cohesion Policy. This project involves a study –launched in 2014– and a debate, starting in December 2014, gathering experts and decision-makers with the aim of stepping in the discussion on the future of Cohesion Policy after 2020 at an early stage.

The **Euro-Mediterranean Regional and Local Assembly (ARLEM)** coordinated by **Unit E3** prepared the annual report on the territorial dimension of the Union for the Mediterranean, a thematic report on the role of local and regional authorities in managing migration and a thematic report on waste management at local and regional level in the Mediterranean region. The ARLEM Secretariat consolidated the pilot project on capacity building to be proposed for labelling to the Union for the Mediterranean (UfM). The ARLEM Secretariat also published a map of the process of decentralisation and regionalisation in the countries to the East and South of the Mediterranean.

With regard to the debate on the **Post-2015 development agenda**, Unit E3, together with UNDP, organised a seminar on localising the post-2015 agenda. Unit E3, together with the European Commission (EC), organised two preparatory meetings for the 2015 **Assises of Decentralised Cooperation for Development**. The European Portal of Decentralised Cooperation was promoted to various audiences. In November 2014, the Contact Group between the **CoR and the Congress of the Council of Europe** held a meeting in Brussels. In November 2014, the Contact Group between the **CoR and the Congress of the Council of Europe** held a meeting in Brussels.

Objective 2: Coordinate and strengthen the inter-institutional relations of the CoR

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Participation of the CoR in events of the EU Presidency	<i>2 participations of CoR President at Informal Council Meetings</i>	Achieved
Number of strategic timelines	<i>See detail in MP 2014-15</i>	Achieved (11)
Number of references to the ARLEM activities and political recommendations from other UfM bodies and stakeholders	20	ARLEM is mentioned in the UfM work programme and in UfM ministerial declarations and has been referred to in numerous press releases published following ARLEM events, partly written by journalists accompanying ARLEM members to the meeting
Number of new partners joining the Portal	<i>Portal: 100 overall</i>	Achieved (Approximately 100 in 2014)
Number of joint actions / projects / events with strategic partners (EIB, ESPON,...)	<i>2nd edition of the conference on sub-national finances with EIB Workshops with ESPON, on TIA and other topics</i>	4 EIB, OECD and 3 TIA events with ESPON
Number of EGTC registered	<i>100% of the constituted EGTC</i>	Achieved (100% of the 48 constituted EGTC)

Unit E1 supported the cooperation with the Hellenic and Italian **Presidencies**. It organised preparatory meetings and produced analyses, policy documents and speeches on inter-institutional issues. A Memorandum of Understanding was signed with the **OECD** in October 2014. Political relations with the European Investment Bank (**EIB**) have been very intensive over the year. E1 was also actively involved in drafting a procedure and establishing working relations with the **European Parliament Research Service (EPRS)**. Within the inter-institutional strategic foresight ESPAS network, the unit strengthened its cooperation with similar services from the EP, Council and the EC.

In **Unit E2** the **CoR Europe 2020 monitoring platform** team had exchanges with the Italian Presidency of the Council, the EP and the EC, as well as with territorial and sectorial associations, key experts and think tanks. Contacts were strengthened between Unit E2 and the EC and the EP on **territorial impact assessment and subsidiarity aspects** of EU initiatives, including in the pre-legislative phase. With the EP the possibilities to implement the Cooperation Agreement and specifically cooperate on TIA were explored. The **EGTC Platform** of the CoR has co-organised a workshop with the Greek Presidency of the Council related to the implementation of the revised **EGTC Regulation**. The EGTC platform team has successfully managed the EGTC Register, by adding 9 new EGTCs and notifying the EU institutions. Cooperation with DG Enlargement continued via the inclusion of EGTCs in most of the TAIEX-LAF workshops held at the CoR. The **EER** label cooperated with DG GROW in several events, such as the EER 2016 launch at the SME Assembly and cooperated with DG GROW on the publication of a brochure on regional SBA implementation and on the "Club 25.000" project.

ARLEM continued to strengthen its relations with the UfM. ARLEM members presented the views of local and regional authorities during several Ministerial Conferences, including on industrial cooperation (February) and on environment and climate change (May). Two ARLEM members participated in the 10th plenary session of the Parliamentary Assembly of the UfM, held in Jordan.

Unit E3 contributed actively to the inter-institutional meetings of the informal task force preparing the **European Year for Development 2015**. The CoR also hosted the second global meeting of the EC's Policy Forum on Development. As part of the implementation of the **Memorandum of Understanding signed with the Council of Local Communities of the West African Economic and Monetary Union (CCT-UEMOA)** in April 2013, Unit E3 helped the CCT to organise a conference in Brussels in March 2014 on cross-border cooperation and regional integration. Unit E3 coordinated the participation of the CoR rapporteur Lotta Harju-Håkansson (SWE/PSE) in the **European Integration Forum** (Brussels). In November 2014, the Contact Group between the CoR and the Congress of the Council of Europe held a meeting in Brussels.

Objective 3: Foster the co-operation and communication with local and regional authorities and other partners

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of events organised	25	Achieved (25)
Number of local and regional authorities explicitly referring to Europe 2020 Strategy in their policy programs	30 in total for 2014-15	Achieved (66)
Number of concrete cooperation achieved through the Portal and ARLEM pilot projects	20 in total for 2014-15 for ARLEM and 20 for Portal	Almost achieved (19)

As part of its cooperation with Academia and Think Tanks, **Unit E1** organised 8 seminars (3 in the framework of the Open Days) and networking events. The Unit also contributed to strengthening the partnership with Chinese LRAs.

Unit E2 involved local and regional authorities in **targeted consultations** on the execution of the EU budget, on the national co-financing of ESIF Programmes, as well as on their involvement in the preparation of the Partnership Agreements on the ESIF 2014-2020. Unit E2 representative took part in the launch of the Serbian edition of the Europe 2020 Handbook in Novi Sad, Serbia. E2 provided support to the promotion of the **Covenant of Mayors**. Several consultations were carried out, involving its subsidiarity monitoring network, REGPEX members and the Subsidiarity Expert Group. A meeting with all stakeholders in monitoring subsidiarity; a meeting of the REGPEX partners and a meeting of networks and platforms were organised in 2014. Selected local and regional authorities and other interested stakeholders have participated in TIA workshops. The EGTC Platform continued to cooperate with specialised organisations like the AEBR and other entities like INTERACT. The **EGTC** was presented to Croatian LRAs in Zagreb, in the framework of 'Europe in my Region', and to CORLEAP Members in Tblisi (Georgia).

The **EER** team organised a first meeting of EER regional offices, a networking meeting for EER regions during the Open Days, and supported cooperation initiatives among EER regions.

The "cleaner energy-saving Mediterranean cities" project, was presented during the **ARLEM SUDEV** meeting. The ARLEM capacity building project is expected to include eight flagship projects in eight Mediterranean cities. Two issues of the bilingual ARLEM newsletter were published in 2014.

EU local and regional authorities and their associations were part of the **preparatory meeting** for the Assises. Similarly, Unit E3 represents the CoR in various meetings organised by local and regional

authorities or their associations. The same is true for meetings set up by international organisation, notably UN-Habitat and UNDP.

Objective 4: Increase the efficiency of the CoR administration by improving internal governance, co-ordination, co-operation, IT solutions and human resource development

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number and efficiency of the implementation of key platform strategies	<i>Europe 2020: 4 Task Force + 3 Steering Committee meetings in both 2014 and 2015; Steering committee monitoring report</i>	Almost achieved (Europe 2020: 3 Task Force + 2 Steering Committee meetings Subsidiarity: 1 SSG, 1 SEG meeting)
Quality of preparation and follow up of ARLEM meetings	<i>Rationalisation of ARLEM activities</i>	The number of ARLEM commissions was reduced from two to one
Full quality of internal IT governance based on an inclusive coordination process between services	<i>Good visibility and sharing possibilities for Portal users and visitors</i>	Regular exchange of information through the Portal, including via the "Cooperation of the month" and the "declaration of activities"

Together with the DCW and the SG Cabinet, **Unit E1** elaborated an inter-institutional timeline taking into account the start of a new legislative cycle. It coordinated the drafting of the CoR July resolution on the new legislative mandate and the Resolution on the 20th Anniversary of the European Committee of the Regions.

Unit E2 has strengthened the co-operation with the Europe 2020 Steering Committee and Task Force, as well as with the Subsidiarity Steering Group. 2014 has been another intensive year of exchange and cooperation with the political coordinators and CoR members, based on substantial in-depth policy discussions, participation in events and joint communication measures towards the EU institutions. The websites of the EGTC Platform, SMN and REGPEX, EER and Europe 2020 were frequently updated and the EGTC Platform and EER have been active in social networks. Unit E2 has also improved the structural cooperation with DTC on inputs to CoR Opinions, with regular exchanges of updates, notes, providing survey services and regular participation in meetings.

With regard to ARLEM, **Unit E3** is in constant contact with other units and directorates within the CoR working on European Neighbourhood Policy, regularly updates the political groups on its work and regularly updates the ARLEM website. A decision was taken to merge the ARLEM commissions into one single "Commission for sustainable territorial development". Unit E3 launched an improved version of the European Portal of Decentralised Cooperation with new and enhanced functionalities.

Human resources of Directorate E

Type	AD	AST	Total
Establishment plan	24	13	37
Contract agents	1	2	3
External contract staff			
Seconded national experts	1		1
Other outside personnel (specify)			
Total	26	15	41

2.4 Directorate for Registry and Services to Members (Dir B)

Objective 1: Improve 1) the assistance and legal support to Members and their access to information as well as 2) the assistance to the national delegations, the interregional groups and the cooperation with regional offices in Brussels to ensure the smooth running of Members' political activities at the CoR

In 2014, Directorate B played a key role in updating the legal system of the CoR. The Rules of procedures have been revised and the new text entered into force on 6 March 2014. A number of regulations regarding CoR's activities has been also reviewed and entered into force between the 1st of July 2014 and the 1st of January 2015:

- regulation 003/2014 on travel and meeting expenses of members
- regulation 004/2014 on travel and meeting expenses of experts and speakers
- regulation 005/2014 on the reimbursement of third parties
- regulation 026/2014 on representation costs for members
- regulation 012/2014 on meetings and activities of the members of the CoR

In an eco-management spirit (EMAS), Directorate B made further steps in implementing a paperless system for the reimbursement of travel and meeting expenses of members and other participants to CoR activities and meetings. From April 2014 on, electronic travel documents are scanned and returned to the members during the meeting. From the adoption of the new regulation on the 1st of July 2014 on, the calculation of distances are not made on paper anymore and are electronically integrated in the payment system.

Directorate B continued to play an important role in ensuring smooth cooperation between the CoR and the national delegations and interregional groups. Through the year, 8 meetings with the national coordinators and a meeting between the CoR President and the Presidents of national delegations took place. The Registry updated the database of regional or local representation offices in Brussels, as well as the list of offices published on the CoR website. Five preparatory meetings with the regional offices, one before each Plenary Session, have been organised.

The Registry assisted the secretariats of the 11 CoR's interregional groups and ensured that meeting rooms and, when possible interpretation (15 times), were available for the 18 interregional groups meetings which took place on the CoR premises during 2014.

Directorate B participated to 16 meetings of the inter-institutional Working Group on the implementation of the new passports for the EU Institutions, which should enter into force at the end of 2015. It has been actively involved in the discussions and gave timely feedback to the task-force.

Objective 2: Ensure that all the Bureau meetings, Plenary sessions and other meetings, in and outside Brussels, are planned, managed and followed-up in full compliance with the CoR Rules of Procedures and allow Members to accomplish their political activities

In 2014, Directorate B organised 5 Bureau meetings in Brussels, 2 external Bureau meetings (in Athens, Greece and in Turin, Italy), 5 Plenary Sessions as well as the 6th Summit of Europe's Regions and Cities, which also took place in Athens, during the Greek Presidency of the Council of the EU.

Since April 2014, the Registry took up the role of the Conference of presidents' secretariat and organised 4 meetings in Brussels, 1 external meeting (in Turin, Italy, with the participation of the Heads of national delegations of the EU Presidency's Trio) and 2 extraordinary meetings in Brussels.

In total, 3390 meetings were organised in 2014, out of which 16% (550) with interpretation. At the same time, the rate for use of videoconference facilities, in the JDEVDC, increased from 13 meetings (65 participants) in 2013 to 30 meetings (211 participants) in 2014.

During 2014, the Registry handled 133 new nominations and 179 changes of mandate, out of which 45 resignations, 128 losses of mandate, and 6 cases involving a "swap" of mandates (from full Member to alternate Member and vice versa). The Registry continued to keep up-to-date the calendar of local and regional elections to be held in the European Union in the coming years. This tool is meant to allow for a swifter identification of potential changes with regard to the members' mandates (loss of mandate and new nominations). The unit also carried on with the newly established practice of sending out "thank you" letters to outgoing members that either resigned or lost their mandate throughout the year (120 in total in 2014).

Directorate B continues its efforts aimed at offering members increased and easier access to documents via the use of electronic distribution of documents. In 2014, 382 documents were handled and translated in all EU languages (except for Irish) and then made available to members on the Members' portal (TOAD). At the 5 plenary sessions held in 2014, in total 63 documents were adopted, out of which 57 opinions and 6 resolutions.

A total of 6603 payments have been executed in 2014, out of which 6026 payments for travel expenses of members and other participants (experts, speakers, third-parties) to the CoR's activities. Moreover, 359 commercial invoices related to services offered by Directorate B and 218 reimbursements to staff (ushers, drivers) and members (representation expenses, office expenses, language courses) have been also paid throughout the year.

Further steps have been made towards a more resource-efficient policy of multilingualism by fully implementing the rationalisation measures adopted in 2013 and reducing the number of documents sent for translation, which was also combined to the reduction of the translation staff. In 2014, the implementation of these measures led to a diminution of 26.5% of the number of pages translated.

With regard to the development of portable videoconferencing facilities within CoR (LyncProject), the system has been put in place for the CoR president and technical and financial steps have been taken in order to further deploy this system within the Committee. Due to lengthy discussion with the EESC concerning the technical solution to be chosen for an electronic display of languages in the interpretation booths in Conference Rooms, the project could not be finalised in 2014 and its implementation has been rescheduled for end of 2015.

Objective 3: Improve the internal functioning and communication of the CoR by offering efficient support and tools in the Directorate's areas of competence

Directorate B has continued to improve and expand the functionalities of myCoR – the Committee's newly redesigned intranet site – by implementing an interactive meetings calendar, mapping my CoR personas (fictional archetypes of myCoR users), drafting myCoR's content and intranet business' strategies. Further development of some projects linked to this platform (i.e. transport and meetings request management tool, central activity-based planning tool) will be carried on in 2015.

In the ICT area, the revised IT governance model was adopted end of 2014 and two main groups of governance actors – administrative bodies and individual functions – were defined taking into account hierarchical and responsibility aspects. The New governance bodies worked as intended – by end of 2014 each domain group organised one or two meetings to evaluate the IT work done in 2014 and to plan IT activities in 2015. The IT Strategy Board adopted the IT work plan 2015 and Rolling master plan 2014-2016 prepared by the IT Steering Committee in cooperation with the IT unit.

The Legal Service fulfilled all the 2014 objectives in terms of advising CoR authorities, preparing decisions and regulations and defending the institutions in trials in front of the Courts. It continued to advise CoR members, management and staff on a wide range of legal matters, thereby contributing to the positive results achieved by other services. The Legal Service has dealt with 414 consultations, most of which related to EU legislation, political issues, cooperation with EU institutions and other bodies and entities, calls for tenders, contracts, data protection issues and staff matters. In terms of the number of consultations received, this represents an increase of 15 % compared to 2013 with an additional increase complexity of the matters dealt with (intelligent legal scenario for inter-institutional files and staff matters).

Human resources of Directorate B

Type	AD	AST	Total
Establishment plan	15	34	49
Contract agents		14	14
External contract staff		1	1
Seconded national experts	1		1
Other outside personnel (specify)			
Total	16	49	65

2.5 Directorate for Communication, Press and Events (Dir D)

Objective 1: Support the CoR and its members in the press, audio-visual channels and social media

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of journalists attending the plenaries/events/press conferences	<i>At least 500</i>	Achieved (500)
Number of press clippings	<i>Upgrade the exercise with a professional service of press review and maintain ad hoc press books on special occasions.</i>	Achieved (see detail below)
Number of press releases	<i>At least 100 press releases sent to the press + 100 highlights published on the web site</i>	Achieved (110 press releases + more than 150 highlights)

Number of editorials/articles produced for the media	<i>At least 20</i>	Achieved (20)
Number of TV reports	<i>At least 170 videos produced and uploaded on Youtube</i>	Achieved (220 videos)
Number of requests for audio-visual support	<i>Support for at least 25 regional TV requests for CoR events</i>	Achieved (40 regional TV requests supported)
Presence on social media	<i>Stronger presence on YouTube, Flickr and Twitter.</i>	Achieved (3,000 likes on Facebook and 4 posts per week average)
Number of followers, users and activities on social media	<i>At least 4,100 followers on the CoRs' Twitter account and 50 tweets per month on average</i>	Achieved (10,000 followers and 60 tweets per month)

- Invitations for journalists were focused on local media from regions and cities of the CoR rapporteurs, speakers and key members, with a greater visibility on the ground.
- Press briefings organised on a regular basis around the plenaries + 8 thematic press conferences all during the year. Their success depended a lot on a) topic on the agenda, b) role of the speakers on the targeted media, c) political/institutional momentum in the EU calendar.
- CoR daily press reviews circulated internally, together with press reviews of the Council and the EC. Ad hoc press books done on special events, like for example on the occasion of the CoR Summit in Athens.
- Some 20 articles were edited and published on the name of CoR members (mostly for the President) into the main EU media, like Europolitics, The Parliament Magazine, or national/local media, like The Guardian, or publications of regional/local national associations (like "Le Courier des Maires de France").
- Plenary Sessions and promotional videos supporting CoR activities were largely disseminated to the main persons involved and potential media target.
- The CoR has supported on the spot more than 40 regional TV requests for its events (plenaries, OPEN DAYS, EuroPCom, conferences), including the organisation of more than 10 interviews or debates on TV studio during the OPEN DAYS 2014 and a full coverage of the CoR Summit in Athens.

Objective 2: Enable the CoR Website to become an efficient tool for disseminating information

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of visitors to the site	<i>At least 40,000 visitors per month</i>	Achieved (40,000 visitors per month, 35% come more than once a month)
Completion of the 28 Country web subsites of and uploading of new functionalities	<i>Consolidate and further develop</i>	In Progress: rationalisation of content, technical & functional analysis
Members' web profiles	<i>Members' profiles to be consolidated and web2.0 to be developed in 2014</i>	Achieved (Rationalisation of content, Associated activities, articles, videos, opinions, ability to search for members and browse by functionality, Integration with social media & web 2.0, of the members on the members profiles)

- Information on members' activities (opinions, events, news) regularly updated and visible on different pages of the website.

Objective 3: Elaborate information products linked to communication and political objectives of CoR

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Quality of data in the database of CoR's contacts	<i>Implementation of the audit recommendations: cleaning, clarification and rationalisation of the contents.</i>	Ongoing(see detail below)
Number of general publications produced	<i>Develop new and update existing publications on the role of the CoR and its history.</i>	Achieved (see detail below)
Number of thematic publications produced	<i>According to the demand from the authors.</i>	Achieved (11 publications requested)
Number of EU Presidency-related publications produced	<i>At least 2</i>	Achieved (2)
Number of Newsletters/magazines produced	<i>At least 5 in EN only</i>	Achieved (5)
Number of Political groups newsletters and other publications produced	<i>According to the demand from the authors/political groups. PES Newsletter PDF only.</i>	Achieved (5 newsletters per political group, only e-newsletter for PES)

Database of contacts (HERMES)

- Finalised the data cleaning for D1 and studied the feasibility of adopting a new system with a higher level of performance in data management, currently used by EESC.

Publications - Qualitative consolidation according to CoR's political priorities

- Achieved better alignment of paper and electronic publications with CoR's political objectives via the **bi-annual planning** (monitoring tool for all validated projects requested by CoR's services);
- 3 general publications among which a premium edition with CoR's Key dates (*Milestones in the history of the Committee of the Regions 1994-2014*);
- Developed infographic services to answer increasing demands from services to convey key information in eye-catching and simplified formats.

Interactive information – Touchscreen

- Contract signed for programming interactive content prepared in-house about the CoR's mission and objectives, timeline, key activities, outputs, quiz and practical information;
- Installation of the 1st touchscreen at the iPoint (situated in the entrance of the JDE building) planned for the Plenary in April 2015.

Objective 4: Consolidate and improve the decentralised communication with and within the EU's regions

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of nationally-targeted e-	<i>Improve the content and enhance</i>	Achieved (12 nationally-targeted

newsletters	<i>presentation of the "territorial web pages per country" on the web site (under the pillar "Europe in my Region" and the regional interactive map).</i>	e-newsletters edited in 9 linguistic versions, targeted on 10 countries)
Number of addressees and readers of the e-newsletters		Some 90,000 addresses at local/regional level, managed by national partners

- "Europe in my Region" Web section was further developed as a main tool for the decentralized communication. It is now regularly updated Country by Country, with up to date information about the national delegation, press clippings, info about members.
- Nationally-targeted e-newsletters are directly distributed on the ground by partners to their readers/members. The number and quality of contributions from national/local partners have significantly improved.
- Joint actions at national level were promoted, through the participation of the CoR in the most relevant national and regional events, as the national assemblies of local or regional authorities. That was the case in Italy, Germany, Malta, and France.
- Based the own-initiative opinion "Reconnecting Europe with its citizens" adopted in December 2014, the CoR reinforced its decentralised communication through events and other tools in cooperation with the regional and local authorities and the EU institutions.
- In November 2014, the Communications Directorate has implemented a first series of four local events in Milan, Namur, Zagreb and Paris – all of them addressed by either the CoR President and/or members of the CoR - through which it was possible to collect a number of experiences. Overall, the experiences, in particular the readiness and interest of the local organisers, have been very positive.

Objective 5: Deliver key CoR events in 2014 - 2015: getting the institution's messages across

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Status of speakers	<i>Summit: Presence of President Barroso, top level speakers for the debate on growth and jobs and leaders of the main political groups for the TV debate on future of Europe.</i>	Achieved (see detail below).
Number of visits on events websites and online viewers of webstreamed conferences	<i>At least 10,000 page views/month for Open Days (OD) and 500 page views/week for EuroPCom</i>	Achieved (18 000 page views for OD and 500+ page views for EuroPCom)
Number of journalists attending	<i>At least 193 for OD</i>	Achieved (200 journalists)
Number of press clippings and TV reports	<i>At least 360 press clippings and 30 TV reports for OD</i>	Not achieved (315 media mentions incl. 20 TV reports for OD)

- Key events in 2014 included the delivery of the 6th European Summit of Regions and Cities in Athens in March (1,400 participants), the youth conference on the CoR's 20th anniversary in April (200), the 12th European Week of Regions and Cities - OPEN DAYS (5,700) and the 5th European Conference on Public Communication (EuroPCom) in October (750).
- The CoR Summit in Athens and the OPEN DAYS coincided with CoR plenaries.

- The impact of these event was relevant in terms of out-reach to other EU institutions, as Presidents, Vice-Presidents and members of the latter were regularly among the key note speakers.
- Other key events were held on the role of culture in local and regional development (January), the state of sub-national public finances (June), and on multi-level governance (December).
- These events were subject to detailed evaluations among participants and speakers regularly indicating a high level of quality in terms of substance and organisation.
- The above-mentioned events carried important messages linked to the CoR political priorities and had a significant media impact (Athens Summit: 344 media mentions; OPEN DAYS: 315).

Objective 6: The "Meeting Place of Europe's Regions and Cities"

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
VIP Status of speakers	<i>At least 150 CoR members in 100+ events</i>	Achieved (170 members in 109 conferences)
Number of participants	<i>At least 18,000</i>	Achieved (22,300)

The co-organised and hosted conferences, seminars and exhibitions involved about 100 different institutions and organisations, mostly regions, cities, EU institutions and associations.

Objective 7: Welcome visitors groups to the CoR' Citizens' Auditorium

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of visitors and groups	<i>At least 16,000 visitors, 600+ visits</i>	Almost achieved (14,630 visitors in 521 groups)
Percentage of visits being priority visits and multiplier visits	<i>At least 30%</i>	Achieved (170 members in 109 conferences)
Results of visitors surveys	<i>Positive - very positive as regards speakers and organisation</i>	Achieved ("Speakers" and "Organisation" received the highest number of points)

- In the second half of 2014, two training seminars for small groups of CoR public speakers on were offered to the most frequent speakers; the exercise was much appreciated and was continued with a third seminar in January 2015.

Human resources of Directorate D

Type	AD	AST	Total
Establishment plan	20	22	42
Contract agents		8	8
External contract staff		4	4
Seconded national experts	2		2
Other outside personnel (specify)			
Total	22	34	56

2.6 Directorate for Administration and Finance (Dir A)

Objective 1: Ensure appropriate allocation and sound and regular management of financial resources in the institution

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Acceptance of the CoR's 2015 budget by the Budget authority	<i>To be decided by the CoR's Plenary in April 2014</i>	Final budget adopted +1.4%
Acceptance of 2014 external transfers by the Budget authority	100%	Achieved (13 out of 13)
% of commitment execution	98%	Achieved (98.5%)
% of payments execution	90%	Almost achieved (89.8%)
% of payments paid in the deadline	90%	Achieved (92%)

The **Draft Budget 2015** for the institution was prepared, deliberated upon at the Plenary session and sent to the EC, the EP and the Council. It was adopted in December 2014. The First Draft Budget 2016 was compiled in December 2014.

Monthly **budget execution** reports including forecast reporting for consumption of salary appropriations have been submitted throughout 2014. A budget midterm review has been undertaken and the related re-allocation of appropriations has been carried out following deliberations by the Budget Authority, when needed.

A **multi-annual budget development with overall scenarios** has been presented for deliberation by the Conference of Presidents and by the Bureau during 2014 in order to help CoR Members to give guidelines to the CFAA Members for their draft 2016 budget proposal to the Bureau and Plenary in 2015.

About 7,000 **salary payments** were initiated and authorised for staff in 12 'monthly runs'. The contribution to the pension scheme has been adjusted retro-actively with effect on 1/07/2011, 01/07/2012, 01/07/2013 and 01/07/2014. In addition an indexation of 0.8% with effect as from 1 July 2012 has been processed. **Salary-related IT applications** were tested.

Financial reporting was carried out during the year. Accounting and financial management reports covering the financial year 2013 were submitted to the European Commission and the European Court of Auditors on 1 March 2014 (provisional) and 1 July 2014 (final). No observations have been received from the Court in its 2013 Annual Report with regard to the information given.

The **CAF 29** (detailed financial sheets for new activities to be adopted by CFAA and Bureau) and the **CAF 30** (activity-based budgeting adapted to the specific needs of the CoR) ideas have been integrated in the CFAA and Bureau information covering external and extraordinary activities of the CoR. The CAF 30 project was put in place during the CFAA of January 2014 and will continue to be developed in 2015 including follow-up to budget planning using budget execution information on a trial basis for certain political actions.

The revision of the EESC/CoR cooperation agreement started up in 2014 and continuing in 2015 could provide the base for establishing an improved monitoring system on the EESC/CoR Joint services budget planning and its implementation.

Objective 2: Prepare and report on CFAA-meetings

All foreseen CFAA-meetings have been prepared and reported upon as foreseen.

Objective 3: Optimise the use of human resources and further develop a human resources policy adapted to the institution's priorities

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of cases of internal mobility	TBC (redeployment context)	6 cases from DT to Own Services + 8 other cases
% of operational/overhead posts	> 46% operational posts	Achieved (48%)
Average number of training days per staff member	8,5 days	Not achieved (7.7 days)
Number of Staff members on structural teleworking	30	Achieved (47)

HR strategy

For the second consecutive year, the CoR gave back 1% of its resources to the budgetary authority (5 posts) in 2014.

A new **cooperation agreement** was concluded on 05/02/2014 between the Committee of the Regions, the European Economic and Social Committee and the European Parliament. In this context and following the Strategy for a resource-efficient multilingualism, an **extraordinary mobility exercise** took place: 9 AD staff members from the Directorate for Translation have been seconded to the European Parliament's Research Service (EPRS) for a period of 6 months, taking effect on 1/10/2014 and 5 more from 1/1/2015. In parallel, another 9 DT colleagues (7 AD and 2 AST) were redeployed to the core business internal services (mainly directorates C, D and E) on 1/10/2014 and 1/1/2015 in order to implement the current political and administrative priorities. A period of consolidation is necessary before undertaking a new assessment of the needs and the situation again.

The occupation rate of 93.4% (data on 31/12/2014) is a bit under the target. This is due to (i) the major reorganisation undertaken by the Directorate for Translation to implement the resource-efficient multilingualism, (ii) the transfer of 5 vacant posts to the budgetary authority and (iii) the conversion of 6 vacant posts for officials into 6 Temporary Agent posts for the Political Groups.

Horizontal issues

The **review of the HR regulatory framework** was continued after the entry into force of a number of decisions on 1st January 2014. Additional decisions in the area of working conditions have been adopted or elaborated in the course of 2014, and are expected to take in effect in the course of 2015 upon completion of social dialogue. Additional internal rules were adapted in order to reflect the specificities of the new Staff regulations, and mainly the introduction of the new function group AST SC (internal provisions related to the grading of officials and temporary agents etc.).

The **deployment of SysPer2** has been continued in 2014, including the introduction of the family composition module and the paperless declaration for education allowance and the launching of a

large-scale data verification exercise. It was also made possible to assign staff to shared jobs (needed for the joint services).

Furthermore, works were continued in a view to complete the deployment in 2015 and to **simplify further HR processes**, with the planned launch of further modules for paperless declarations in the field of individual rights and paperless work pattern requests in the field of time management.

As a next step to this near all-electronic environment, a possible further reorganisation of AIPN powers will be explored.

Further **rationalisation of activities** was continued in 2014. For instance, an SLA was signed with the European Commission on the handling of files concerning the Protocol on Privileges and Immunities, leading to both better in-house focus on core HR functions and an efficient service to CoR staff concerning emission of special ID cards, VAT exonerations, tax matters, emissions of attestations,...

Rationalisation was also pursued further in the area of **absence management** through reinforced cooperation between the medical service and the working conditions sector. This is expected to be consolidated in the framework of a revised regulatory framework in the course of 2015.

Talent management and staff allocation

Almost every CoR staff member attended some form of **training** during 2014. Language training accounts for more than half of all training courses attended by CoR staff. The emergence of new teaching methods and online-courses renders a concrete, quantitative target obsolete.

During 2014 the **decision on vocational training** and its implementing provisions have been consolidated and adapted in order to take account of new realities, such as the emergence of new IT tools, innovative learning methods as well as financial limitations and staff cuts. It includes a **new policy aimed at a stronger concentration of language training on most needed languages**. The new training decision is expected to be adopted in early 2015. It provides for a stricter learning and development environment whereby staff is encouraged to focus their training time on purposeful, efficient training which has a clear and direct impact on their work.

Aside from the coordination of the extraordinary mobility exercise, the Career Guidance Service has continued to provide a **proactive career guidance policy** and internal mobility schemes, and managed to broker 8 internal transfers.

A **Competency Framework** containing fundamental values, core competencies and management competencies has been developed for the CoR, in association with the management team. It is expected to be introduced in early 2015, after which it will be subject to continuous fine-tuning.

As a result of an evaluation of previous **360 degree feedback exercises**, a revised scheme has been developed targeting precisely the management and core competencies included in the Competency Framework. The exercise was launched as a pilot project, in which 9 Heads of Units are participating, to be followed by a second round during 2015.

Other HR issues

Following the conclusions of an earlier feasibility study on possible approaches as regards **day care and child care facilities**, the existing system, characterised by inter-institutional collaboration with the European Commission, has been pursued and is being further consolidated.

As regards **telework**, an exhaustive evaluation of the existing scheme took place in 2014 and whilst the overall scheme is considered to operate satisfactorily, which is also reflected by the continued increase of structural teleworkers, a new regulatory framework has been elaborated so as to further consolidate the project. The revised decision is expected to take in effect in the course of 2015 upon completion of social dialogue.

Career development procedures (2013 appraisal, 2014 promotion) have been fully carried out within deadlines and the 2014 certification procedure has been prepared. All personal files of CoR active staff have been digitalised (NDP project) and are now available to staff for consultation in Sysper.

Objective 4: Ensure effective internal control environment and monitor the implementation of the Financial Regulation.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of remarks from ECA in the DaS on CoR internal control system in 2012	<i>No remark</i>	Achieved
Rate of return for correction of legal or budgetary commitments or payments (by verification cell)	4%	Almost achieved (4.3%)
Number of financial exceptions	<i>-3% in 2014 compared with 2013</i>	Not achieved (+6% in 2014)

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

Following a sharp decrease in the number of exception reports from 2013 as compared to 2012 (43% reduction), the number of exception reports increased slightly with 87 reports in 2014 compared to 82 in 2013. As a next step to further reduce the number of exception reports, a streamlining of the procedures for exception reporting has been included in the MP 2015-2016 with a view to better serve the overall goal of improving the internal control environment over time and move further away from a system susceptible to authorise or condone breaches instead of pre-empting them.

In 2014 the yearly exercise to assess the compliance and the effectiveness of the Internal Control Standards (ICS) was conducted. More details are to be found in Chapter 3.

Most actions included in the ICS Action Plan were completed, including the establishment of a new procedure and service instruction for the register of procedures and the publication of this new register on the CoR intranet along with the approved procedures. However, for the work on sensitive functions it was decided, after careful consideration, that it would be more appropriate to deploy the exercise in connection with the migration of job descriptions to Sysper foreseen in 2015.

Following the new methodology applied by the ECA, the Procurement Quality Assurance Group was established to reinforce public procurement procedures and a first introductory meeting took place in 2014.

Objective 5: Coordinate the management planning and reporting cycle, by defining the objectives of Directorates in alignment with budget planning, monitoring and reporting the achievement of objectives through key performance indicators.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Discharge from Discharge Authority	<i>Discharge for 2013 obtained</i>	Achieved (according to draft Discharge report)

The Annual Activity Report for 2013 with the Declaration of Assurance of the AOD was signed in March 2014. The Management Plan 2015-2016 was prepared in December 2014 and approved by the SG in January 2015.

Objective 6: Carry out horizontal administrative functions in an efficient and transparent way.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
% of missions expenses reimbursed within time limit	> 99%	100%

The new framework contract with the travel agency was smoothly introduced, with 3 training sessions organised for staff members going on missions.

A mobility survey was organised in September 2014 and the CoR Mobility Plan for 2014-2017 was delivered to Bruxelles-Environnement on 15 October 2014. An event was successfully organised as part of the Mobility Week in September 2014.

An inventory of office space needs was made and the internal removals of Directorates C, E and IAS were properly conducted in collaboration with the Directorate for Logistics.

Objective 7: Contribute to the implementation of existing Cooperation Agreements and the renewal of the Cooperation Agreement with the EESC

Directorate A delivered on time input for negotiation on the technical, human resources and organisation related chapters of the new cooperation agreement with both the EP and the EESC.

During the year, and especially in the second half, under the leadership of the Secretary General, the Committee started working on the renewal of the cooperation agreement with the EESC. This has led in first instance to extend the current agreement until 31/12/2015 and to prepare a Roadmap for negotiations, aiming at the signature of a new administrative cooperation agreement by 1 July 2015. The first negotiations started in December 2014 including some topics requiring Directorate A contributions (EMAS, public transport policy for staff, medical services and crisis management and business continuity).

Human resources of Directorate A

Type	AD	AST	Total
Establishment plan	18	45	63
Contract agents	1	2	2
External contract staff			
Seconded national experts			
Other outside personnel (medical doctor)	1		1
Total	20	47	66

2.7 Internal Audit Service (IAS)

The mission of the CoR Internal Audit Service is to advise the Authorising officer by delegation on risks management by issuing independent opinions on the quality of management and control systems, as well as recommendations for improving execution and sound financial management.

Objective 1: Provide the Authorising officer by delegation with opinions on the adequacy of management and control systems in the framework of his declaration for 2013 and for the preparation of the 2014 declaration with references to the area already audited.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Audit and advice coverage of CoR's activities based on their ranking as defined in the risk analysis established for the CoR by the IAS.	<i>100% of the 20 top risky activities covered by audits in the main process. >50% of the 12 top risky activities fully covered by audits</i>	Achieved (100% of the top 20 risky activities are covered by audits in the main process and 68 % of the top 12 risky activities are fully covered by audits for the entire process)

The delivering of 2014 audit programme is the following:

Action 1: The audit on adequacy of statutory rights definition system has been approved beginning of 2015 by the Secretary General and proposes 19 recommendations that consist of revision of sub-delegation, improvement of risk analysis in connection with verification results, definition or revision of procedures and checklists, application of training policy, publication of decisions related to appointment, transfer and status. A detailed action plan is being designed by the audited service.

Action 2: The audit on the regularity and performance of Joint Services budget management has been delayed as the mandate of this audit has been extended by the Audit Committee in order to integrate the performance issues for the benefit of reviewing the cooperation agreement with the EESC. The contradictory procedure began at Q4 2014 and is expected to be finalized end of Q1 2015. This audit report presents recommendations related to Joint Services governance, budget management and possible reorganisation that could support the revision of the cooperation agreement. It also includes recommendations related to planning and reporting procedures, financial management and control as well as risk management.

Action 3: The audit on performance of preparation, roll-out and follow-up of the consultative works within the whole inter-institutional legislative cycle has been undertaken with a preliminary study of the consultative works workflow in order to deliver the audit plan at the beginning of 2015.

Action 4: As required by the Audit Committee, an analysis of the CoR current procurement system was carried out and delivers recommendations related to the improvement of the financial circuits accompanied by 15 measures to reinforce the control systems.

Action 5: The annual internal report (Financial Rules art. 99.3) has been delivered on time according to the Charter of Internal Auditor.

Action 6: Opinion on the control systems has been provided to the Authorising Officer by delegation in the framework of its 2013 annual declaration.

Action 7: Ad-hoc advices have been delivered as follow: opinion on the state of control systems based on the audit results, opinion on the annual activity report, advice for improving the management plan, advice for improving the administrative priorities, advice for procedure related to effectiveness of communication activities, advice on the Internal Control Standard action plan, advice on the 2014 IT

project planning, advice on the IT governance, advice on the effectiveness of the Procurement quality assurance group and advice on the coherence between hierarchical circuits and subdelegations.

Objective 2: Support the audited sectors in implementing audit recommendations within a period of 12 months.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of audit recommendations implemented within 12 months	<i>By follow-up, implementation rate of very important and important recommendations after 12 months: between 50% and 100%. 100% for critical recommendations</i>	Achieved (100% for critical recommendations, at least 50% for very important and important recommendations)

The number of audit recommendations implemented is less than the expected rate for the audit on performance of IT applications. It is mainly due to the fact that the new IT governance is not yet efficient and the related procedures are not yet defined.

The delivering of the audit follow-up programme 2014 is the following:

Action 1: A first follow-up of the audit on performance of external written communication has been undertaken concluding that out of the 18 recommendations 9 were closed. The recommendations that have not been implemented have for consequence that the risks on lack of effectiveness and insufficient monitoring are not sufficiently addressed.

Action 2: A first follow-up of the audit on performance of IT projects has been undertaken concluding that out of the 15 recommendations, 1 is closed. As a consequence, the risks that are mainly related to lack of efficiency, effectiveness and transparency are not correctly addressed.

Objective 3: Establish an annual audit program focused on the main Institutions risks

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Acceptance of the annual audit programme by the AOD	<i>Annual programme fully accepted</i>	Achieved

As in previous years, the internal audit programme 2015 was defined on the basis of the risk analysis established by activity and updated by audit findings and materialisation of risks during execution. These two documents were delivered to the Secretary General and the Audit Committee by end of November 2014 as requested by the internal audit charter.

Human resources of IAS

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

2.8 Directorate for Logistics (DL)









Objective DL1: Provide modern and effective management of the buildings of the Committees and improve the service to their occupants.

- Renovation of some of the older lifts in the JDE (increase of the reliability and energy efficiency).
- Replacement of windows + frames in the BvS.
- Installation of a redundant uninterruptable power supply to improve the reliability of the computer rooms.
- Installation of energy counters on the heating and cooling systems to be in conformity with the environmental legislation.
- Number of requests to the helpdesk reduced to 3,075 calls in 2014 (compared to 3,117 requests in 2013).
- Replacement of old, non-ergonomic, depreciated furniture continued in 2014.
- 2,352 requests by the removal service for the installations and removals for plenary sessions, internal moves, new recruitments, etc, (2,234 in 2013) which is an increase of 5%.
- Following the ergonomics audit, adaptation of the existing furniture or supply of the necessary equipment to improve the comfort of staff.
- Monthly reports made available to the Safety service and the Human Resources department.
- Continued collaboration of the Infrastructure unit with the other institutions in the interinstitutional working group ILISWG in order to exchange best practices between institutions.
- Signature of new framework contracts for the maintenance of lifts, renovation of windows and window frames and the renovation of the roofs of the BvS building.
- Relaunch of the call for tender for the renovation of the heating installation in the TRE building.
- Participation in interinstitutional calls for tender: supply of furniture, catering services and supply of energy.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
N° of building maintenance interventions (KAPI01)	<i>KAPI01: N/A, the n° of interventions depends on the needs that arise.</i>	256
Building maintenance lead times (KAPI02): % interventions < set time, which is either 2 days or 5 days, depending on the category of the intervention	>80%	Achieved (82%)
Budget execution rate	> 95%	Achieved (97.9%)

Objective DL2: Environmental management according to the commitment of the committees to EMAS.

Main achievements for 2014: (2014 data will be available by spring 2015).

A noter en 2013 !	
 Gaz	-51% par rapport à 2008
 Eau	-38% par rapport à 2009
 Electricité	-21% par rapport à 2008 Electricité 100% verte
 Papier	-55% par rapport à 2009
 Déchets	-11% par rapport à 2010
 Produits de nettoyage écologiques	61% de la quantité totale utilisée
 Produits phytosanitaires (espaces verts)	100% écologiques depuis 2010
 Certifications environnementales	EMAS, ISO 14001, Entreprise Eco-dynamique (3 étoiles)

The annual internal and external audits were completed.

The report of the external auditor was positive and the EMAS certification was renewed.

Objective DL3: Provide the level of administrative and financial support necessary to ensure efficient catering services.

- Number of complaints and other requests sent to the catering services. About 170 complaints received in 2014. Follow-up of each complaint.
- Number of customers and purchased items in each point of sale. In 2014 there is a slight increase in each point of sale, except BvS cafeteria, due to the renovation works during summer.
- Sustainable Canteen project in 2013: 40% sustainable fish, 3% organic products, 3% fair trade products, 38% seasonal/local products, plastic utensils used: +9% in 2013 vs. 2012 , vegetarian dishes +100% (2014 data will be available by spring 2015).
- Corrective action taken on 1/1/2015: abolish plastic cups for hot beverages for meetings/buffets.
- Efficient and effective response to the needs for interventions in order to maximise the continuity and the quality of catering services. A mechanism for recording and reporting statistics on interventions/disruptions to service is ongoing.

Objective DL4: Provide information systems, IT infrastructure and user support services, according to the best practice of IT management while optimising the use of human and financial resources.

IT Information Systems support the Committee's activities in four priority domains: Political Work, Document Management, Communication and HR/Finance. Amongst the significant developments during 2014:

- A series of new features for **Members Portal**
- New workflow and budget forecasting tools for **Agora**
- New CoR MLG and ARLEM **Common Consultative Platforms**

- New **Document Search Engines**
- New web services to enhance the Committees' websites and extranets
- Major milestones in the ongoing deployment of the Sysper HR management tool
- Deployment of ABAC Assets to replace the existing inventory management tool.

IT Infrastructure provides services in the areas of Data Centre, Office Automation, Telecommunications and IT Security. The following were the main projects carried out during 2014:

- a. Migration to new server, system and storage environments
- b. Deployment of a new Data Centre network
- c. Update of the telephone system software

In the area of **IT security**, work was carried out under the headings of "Management", "Operations", "Infrastructure" and "Security Awareness". The Committees continued to contribute to the "CERT EU" project and to chair the "CII Security Subgroup".

IT User Support Services provide user support and manage user relations, user logistics and user policies. Throughout 2014, all of their services were continuously adapted to the changing needs of the Committees (e.g. providing support for home working). The transition to a new framework contract was successfully managed.

Discrepancies between results achieved and a desired/planned result:

No major discrepancies were observed. A new organisation of IT governance was adopted. The new organisation has already been used by the CoR for drawing up the 2015 IT work programme. Some IT infrastructure projects (e.g. the new Data Centre Network) which were delayed at the end of 2013 due to technical constraints were completed in early 2014.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Project completion rate, Infrastructure availability (KAPI21)	99%	Achieved (99.99%)
User support requests (KAPI22)	<i>N/A, it depends on requests from users.</i>	Average of 167 IT user support requests per helpdesk staff per month
Helpdesk reaction time (KAPI23)	95% within 15s, 99% within 30s.	Achieved (99% within 30s.)

Objective DL5: Production of Committee working documents; preparation of meeting files, dispatch of documents by courier service, postal services and by electronic means; printing of publications and of supporting material for the different meetings/conferences.

Specific dossiers

A new contract was signed with Ricoh for the leasing of the new copyshop equipment.

The delivery and installation started in December.

A new call for tender was launched for "paper purchase".

For national and international postal services, the Committees used the new interinstitutional OIB contract with the Belgian Post.

The Lyreco contract was used for the purchase of paper and consumables.

Collaboration with the EESC and CoR prepress services was assured by close contact and weekly meetings.

Actions were taken in order to merge the mailing room team with the distribution team.

Result and/or impact indicator(s):	Target for 2014:	Latest known result (average/month):
Copyshop productivity (KAPI11): n° copies per full-time employee	<i>No targets set, statistics depend on the number of requests received.</i>	121,966 copies/FTE (151,704 in 2013)
N° of copyshop print jobs (KAPI15): n° of print jobs at copyshop per full-time employee		503 printjobs/FTE (603 in 2013)
Offset productivity (KAPI12): n° equivalent print runs per full-time employee		268.919 print runs/FTE (239,432 in 2013)
Mailings productivity (KAPI13): n° mailings (transmissions) per full-time employee		1,150 mailings/FTE (957 in 2013)
Distribution of files for members productivity (KAPI14): n° files for members distributed per full-time employee		1,060 files/FTE (904 in 2013)

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

- Rigorous implementation and monitoring of the 2014 budget in collaboration with the financial actors within and outside of the DL, based especially on quarterly reviews of expenditure plans and coordination of transfers of appropriations.
- Management of 16 EESC/CoR procurement procedures, of which 13 were concluded in 2014 with the award of 9 contracts and 3 will be concluded in 2015.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
N° of contracts concluded (value above 25.000€)	N/A	9 awarded contracts
Budget execution at end of year.	>95%	Achieved (98.32%)

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

- In 2014, the average of monthly provided services by the contractor G4S continued to stabilize to a monthly average of 7,250 hours.
- The follow-up of requirements and the strict control of the provided services, which were imposed to the security company determined the reduction of "non provided services" to less than 100€ out of a 3,187,164€ services budget.
- Improved securitisation of the JDE's VIP courtyard by the installation of a "speedgate" and of the JDE's entrance hall following the risk analysis audit conclusions.
- Securitisation works on the premises housing the means of logistics of the Internal Services of the Committees.
- Organisation of a specific training programme to face the evolution of criminal and terrorism threats. (March 2014).
- Following the risk analysis audit conclusions, a call for tender on the securitisation of the Belliard side facade of the JDE and a call for tender for a study on the strength of the constituting materials have been launched. The ongoing study will permit to establish the real needs of the Committees in this domain.

- Secure cabinets have been ordered (following a call for tender finalised during the 4th quarter), linked to the access control system, permitting an online control of their use. The installation should be effective early 2015.

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of avoidable activations of door alarms.	<i>Ideally 0 (any occurrences will be investigated with a view to avoid similar occurrences in the future)</i>	Achieved (0)
Investigation rate into attempts to use badges which are not valid.	<i>100% (all invalid attempts will be followed up)</i>	Achieved (no invalid attempt)
Availability rate of security guards (percentage of number of man-hours per month in comparison to the number expected).	99.99%	Achieved (99.99%)

Human resources of Directorate for Logistics (CoR staff only)

Type	AD	AST	Total
Establishment plan	8	20	28
Contract agents		6	6
External contract staff		17	17
Seconded national experts			
Other outside personnel (specify)			
Total	8	43	51

2.9 Directorate for Translation (DT)

The Directorate for Translation achieved its main objectives for 2014 by continuing to provide quality translations on time and by implementing resource-efficient multilingualism. Risks did not materialise.

Results for each objective were as follows:

Objective 1: To further guarantee high productivity and a high quality level of service for both Committees in a context of austerity

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
% of all requests satisfied within the deadline set for all requested languages	> 90%	Achieved (93.2%)
Number of pages translated per available FTE translator	> 1,400	Achieved (1,417)

Objective 2: To improve working methods and optimise human and financial resources management

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
% of pages translated using Studio	90%	Almost achieved (83%)
% of budget line 1420 used	> 90% (depending on workload and need)	Not achieved (55%)
% of budget line 2622 used	> 98%	Not achieved (81%)

- Translation demand fell by 21% compared to 2013, and by 36% compared to 2012. This drop is partly cyclical (the end of the legislative period) and partly due to measures aimed at reducing translation demand.
- The budget execution rate for line 1420 (translation outsourcing and translation tools) was 64.61% for EESC and 55.19% for the CoR. The low EESC and CoR execution rates are due to the fact that although €150,000 were made available to the administrations well in advance, transfers did not take place as requested.
- The budget execution rate for line 2622-Dicotrad (Purchase of books and dictionaries) was 71% for EESC and 81% for the CoR. The relatively low EESC and CoR execution rates are due to the fact that the requests for books and dictionaries acquisition diminished, based on that the requested budget appropriations for line 2622 for 2015 were decreased.
- The Directorate for Translation upgraded its computer-aided translation tool to SDL Trados Studio 2014 in June 2014, thus becoming the first translation service of the EU institutions to move to this new version. A new version of the in-house application developed by the directorate, Sirius, was implemented for all staff. 99.1% of translators are now using the new tool.
- An automated service was launched at the end of 2014 to retrieve machine translations of all documents sent for translation, via the Commission's portal MT@EC. The machine translated content is then made available for use by translators via Sirius and SDL Trados Studio.
- The Directorate for Translation developed a web portal for exchange of documents, on the basis of the mandate of the interinstitutional working group on work sharing (WLS). The portal makes it possible to centralise the submission of WLS requests, so that all participating EU institutions can easily follow them up.
- Active participation in language and thematic training actions was ensured to optimise translation capacity. The series of Translation Masterclasses for translators was continued to keep on improving translators' knowledge of subject areas soon to be discussed at the Committees, and a presentation of the consultative work priorities of the Committees was organised for translators during Q1 2014.
- Directorate for Translation staff also provided a variety of additional services outside the realm of the directorate's core business, including internal training, linguistic support to requesting services, and other ad hoc linguistic assistance tasks.

Objective 3: To move towards resource-efficient multilingualism with a view to compensate for reduction of staff

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
% of reduction in translation output compared to 2013	> 10%	Achieved (21.1%)
Revision rate	50%	Almost achieved (59%)
Number of staff transferred from the directorate	<i>To be negotiated between the CoR and the EESC</i>	32
Compliance with minimum language coverage target as set out in the LA regime	100%	Not known because of the secondments to EPRS

- In 2014, the number of translations that received deadlines shorter than those laid out in the Code of conduct (ad-hoc deadlines) decreased.

- The percentage of documents for which modifications or new versions were received stood at 25.2% in 2014. In terms of target pages modified, the figure was 13.3%. This is a sharp decrease resulting from the stricter application of rules in the context of translation demand rationalisation.
- Systematic linguistic correction was introduced for various pre-defined document types, helping to reduce errors in documents before they are translated (thereby reducing problems during translation and post-formatting tasks).
- In parallel, the procedure for making changes to original documents already in translation was overhauled. The modification system was replaced by a versioning system in order to make more efficient use of resources and enable originals to be published immediately.

Objective 4: To create synergies in the framework of interinstitutional cooperation in the field of translation

Result and/or impact indicator(s):	Target for 2014:	Latest known result:
Number of staff on exchanges to other institutions	>= 5	Almost achieved (4)
Number of staff on exchanges from other institutions	>= 5	Achieved (6)
% of interinstitutional meetings (CCT, ECT, ICTI) with representation	100%	Achieved (100%)

- Active cooperation in ICTI (Interinstitutional Committee for Translation and Interpretation) and its bodies was ensured.
- Active participation in relevant EPSO selection boards was ensured, as well as in discussions on changes to EPSO's selection methods.
- Linguistic exchanges were organised based on received applications.
- The directorate maintained a high level of information exchange with the other EU institutions in the context of the new translation tool and was called upon to present its experiences at several interinstitutional meetings.

Active participation in language-specific cooperation was ensured.

Human resources of Directorate for Translation (CoR staff only)

Type	AD	AST	Total
Establishment plan	159	28	187
Contract agents			
External contract staff			
Seconded national experts			
Other outside personnel (specify)			
Total	159	28	187

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

3.1 Inherent nature and characteristics of the CoR risk environment

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

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

A risk analysis was performed by the managers according to an accepted general methodology. They were asked to propose corrective measures if a combination of medium and high likelihood of risk and a possible high impact was associated with an action planned for 2014. Such risks were identified, together with the mitigating measures, in the area of financial management (e.g. payment delays, budget execution and monitoring) as well as in operational and organisational matters (e.g. IT applications, tasks fragmented among different CoR services). Necessary mitigating measures, such as training in financial management, have been put in place.

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

3.2 Internal control system

The General Administration Unit launched a compliance and effectiveness exercise in 2014 to assess to what extent the CoR complied with the 16 Internal Control Standards (ICS) and to what extent their implementation was effective. The exercise consisted of a questionnaire designed to evaluate compliance with and effectiveness of the requirements specified for each ICS, with contributions from members of the ICS Working Group responsible for their coordination (at least one person per Directorate).

Based on the results of the exercise it can be concluded that the CoR is in general compliant with the requirements of each of the 16 Internal Control Standards (ICS) and that actions to further improve compliance and effectiveness should be concentrated on the following ICS in 2015:

- No 6 Risk Management Process: Measures will be developed to further integrate risk management into the regular management process, including the setting up of a risk register.
- No 7 Operational Structures: The exercise concerning mobility for sensitive functions will be implemented in connection with the migration of job descriptions from Centurio to SYSPER, the IT application for Human Resources Management.

- No 10 Business Continuity: To ensure business continuity in case of "force majeure" or other serious interruptions, the Crisis Management Team should meet in 2015 to define its implementing measures.

Moreover, in view of the new CoR mandate and the possible reorganisation of the CoR Secretariat, the momentum should be seized to update and communicate the mission statements and ensure that they are linked across all hierarchical levels (ICS No 1 Mission).

In this context of change, better dissemination of information could contribute to better compliance and effectiveness for many of the ICS. An improved internal communication strategy is one of the main priorities of the Secretary General with the aim of adopting a new strategy in 2015 (ICS No 12 Information and Communication).

3.3 Budget planning, execution and monitoring

The CoR applies a coherent system of budget planning, execution and monitoring.

The Management Plan instructions for 2014 required that every budget line be linked to at least one action defined in the Management Plan. Budget requests are examined by the Directorate for Administration and Finance and the requesting service. The final draft budget, established in line with the political priorities, is approved by the Commission of Financial and Administrative Affairs (CFAA), submitted to the Bureau for decision and to the Plenary Session for adoption. In this way, expenditure is tied to the multi-annual planned objectives, actions and political priorities of the CoR presidencies.

All financial circuits in the CoR are established respecting the following compulsory principles and rules:

- Segregation of duties of initiation and verification of an operation,
- Qualified centralised *ex-ante* verification service,
- Sufficient skills and competences of the actors (delegations are only given if the necessary obligatory training has been followed).

Expenditure is executed by Authorising Officers sub-delegated to that function by the Authorising Officer by Delegation (AOD). Individual nominations are made by updating the general decision which guarantees full coherence of delegations given and ABAC accesses granted. Mandatory and non-mandatory training is available to all financial agents.

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

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

- a) The analytical tool for monitoring the budget execution, "Budget Watch" is used to monitor daily the execution (commitments and payments) of all budget lines and sub-line for

c1, c4, c5, c8 and c9 appropriations. This tool allows the detection at an early stage of possible over- and under-spending. Based on this tool monthly budget execution notes are prepared and circulated to all financial actors of the Institution;

- b) Execution of the overall budget and execution of politically important budget lines is regularly monitored by the CoR Committee for Financial and Administrative Affairs (5 meetings per year);
- c) Detailed calculation of estimated execution of salaries' related budget lines, covering approximately 55% of the CoR total budget, is carried out each month;
- d) Regular monitoring of the execution is carried out by operational services for budget lines falling under their responsibility and management;
- e) A mid-year budget execution review is carried out each summer for all CoR budget lines. This contributes not only to optimise the budget execution, but also to better prepare for the reallocation of resources (if and where needed), usually in the form of internal or external credit transfers, in the second half of the year.

3.4 Verification

Every budgetary or legal commitment as well as every payment is subject to ex ante verification within the CoR, except a few particular legal commitments which are subject to a simplified approval workflow pursuant to Art.27, paragraph 5 of the internal rules for budget implementation.

Apart from salaries, which are verified on the basis of a structured and agreed sampling method, each transaction is subject to an ex ante control in conformity with Art.66 FR, i.e. without sampling, with an average treatment time of 3.64 working days. The verification service has also a counselling role and is in a permanent dialogue with financial actors with a view to constantly improving financial management. Verifiers take part in the procurement procedures, namely in opening and evaluation committees, as observers.

The monthly number of transactions verified by the service slightly decreased in 2014 compared to 2013 (1,119 files per month in 2014 compared with 1,131 in 2013).

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

1. Refusal for correction (code SC): the transaction will be corrected afterwards by initiating agents before being resubmitted to verifying agents.
2. Final refusal (code SR): the financial transaction is subject to a financial derogation. Service instruction 003/2012, which entered into force in July 2012, defines the procedure to be followed in order to ensure that each financial exception identified during the treatment of a file is justified and authorised at the appropriate level before the transaction is approved; the file with the exception report is refused in the formal sense using the code SR (Refusal).

In 2014, the combined rate of files returned for correction (SC) and budgetary transactions for which the verifying officer used the code SR has not changed significantly (4.3% in 2014, 4.7% in 2013).

As shown in the table below, 3.7% of transactions were refused for correction (SC) and 0.6% of transactions were definitively refused (SR) in 2014.

Number of transactions verified in 2014	Number of transactions refused then corrected (SC)	Percentage of transactions refused then corrected	Number of transactions refused (SR)	Percentage of transactions refused
13433	500	3.7%	78	0.6%

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

The transactions definitively refused (SR) were transactions subject to a financial derogation report; more details on the reasons are provided in section 3.6.

3.5 Ex-post control

An ex-post control exercise was carried out in 2014 using the methodology in place since 2007. The aim of this exercise is (1) to provide a tool for managers, to review internally their own procedures and operations in order to identify any potential systemic issues and (2) based on the findings, propose and implement measures that would lead to structural improvements.

In 2014, for the first time, the ex-post control exercise was carried out by all Directorates.

No major issues were identified. However, as indicated in the final report to the Secretary-General, a recurrent recommendation resulting from the different ex-post exercises is the necessity to update or establish written procedures. These recommendations are in line with the conclusions from the ex post carried out on the register of procedures, recommending an additional effort to ensure the completeness of the register in terms of updated procedures.

3.6 Exception reports

For reporting purposes, an exception occurs when there is non-compliance either with the provisions of the Financial Regulation and its Rules of Application (such an exception is called Derogation) or with the Committee's internal rules and procedures (Exception). Derogations are systematically financial exceptions, while exceptions may be financial (either of a financial nature or with financial consequences) or administrative.

Financial exceptions

The overall number of financial exception reports increased slightly as compared to 2013 (from 82 to 87), with a significant reduction in the number of exceptions (from 22 to 6) whereas the number of derogations increased from 60 to 81, mainly due to the transition to new procedures for reimbursing members, experts and speakers.

The table below details the yearly totals since the CoR started reporting financial exceptions in 2008.

Type/Year	2008	2009	2010	2011	2012	2013	2014
Derogations	52	66	53	118	121	60	81
Exceptions	101	81	60	32	23	22	6
Total	153	147	113	150	144	82	87

Total number of financial exception reports 2008-2014

The CoR maintains a central register of exceptions recording all instances of overriding of controls or deviations from established processes and procedures. The reporting on exceptions is an important element of assurance for the AOD when drafting his declaration.

By categorising the exceptions and analysing their origins, the register can be used as a compliance tool, concentrating corrective measures where they are most needed. The below table shows the detailed breakdown of derogations for the years 2012-2014:

Derogations	2012	2013	2014
No or insufficient legal commitment	81	31	58
Annuality Principle	16	16	5
No or insufficient budgetary commitment	15	9	13
No ex-ante verification (FR Art. 66§5)	0	2	0
Late payment	5	0	0
Procurement rules/Contract management	3	1	4
Single Signature/Sound financial management	1	1	1

The highest number of derogation reports (58 out of the total 81) corresponds to the absence or insufficiency of legal commitments. They are mainly linked to the reimbursements of members, speakers and experts, and renewed efforts may be needed in connection to the new mandate to ensure all parties involved are aware of and follow the new procedures.

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

For the 2014 exercise all AOSDs have signed their individual declarations of assurance. All exceptions reports in the central database were mentioned in the relevant declarations of assurance.

Administrative exceptions

Similar to previous years, 3 administrative exception reports were filed in 2014, all related to non-compliance with internal procedures and corrective measures are being implemented to prevent these exceptions from reoccurring.

3.7 Overall assessment of the costs and benefits of controls

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

The CoR has estimated the overall costs of controls in terms of the cost of all staff involved in control activities (including ex-ante verification, internal control, internal audit and control activities related to procurement procedures) to EUR 1.6 M. In relation to the total amount paid during 2014 of EUR 86.20 M, less than 2% was thus dedicated to control. However, since quantitative data of the volume and amounts of errors that have been prevented (ex-ante) or detected (ex-post) is not available, it is not possible to quantify the related benefits other than what can be deduced from the exception reports (cf. point 3.6 above), and thus to determine the cost-effectiveness of controls by comparing costs with benefits.

For procurements, the cost-effectiveness of the CoR's controls is leveraged through enhanced cooperation with the EESC and participation in inter-institutional procedures coordinated by larger EU institutions such as the Commission and the Parliament. Consequently, many procurement procedures conducted internally are managed by the Directorate for Logistics for the benefit of both Committees, whereas higher value framework contracts are often concluded by other institutions on the CoR's behalf. As such, most procedures conducted by CoR services to cover specific needs are for contracts below EUR 15 000, which are reviewed ex-ante by the Verification Service (see Annex 4 for details). The Legal Service only intervenes in a few cases to verify procedures for contracts above EUR 60 000. As procurement procedures follow regulatory requirements which cannot be curtailed, the necessity of these controls is undeniable.

Given that:

- ex-post controls did not identify any major issues (c.f. point 3.5 above)
- 87 financial exceptions were detected prior to validation of the expenditure (c.f. point 3.6 above)
- there are no ongoing litigations related to procurement decisions,, and
- that no indications of fraud were detected and/or signalled to OLAF to the knowledge of the Administration,

the CoR considers its controls to be as cost-effective as reasonably possible.

3.8 Internal audit function

A summary of the activities conducted by the Internal Audit Service is provided in section 2.7.

The monitoring of the internal audit function is provided by the Audit Committee (AC) composed of one member per political group of the CoR Commission of Financial and Administrative Affairs and one high-level external expert. The AC was set up in autumn 2013 and held its constitutive meeting in 2014. It has met twice in 2014 under the chairmanship of the CFAA chair. The members of the audit committee examined the draft Annual work programmes 2014 and 2015 of the Internal Audit Service and the draft 2013 Annual Internal Audit Report.

Members were also informed on the progress achieved with regard to the state of play of audits not yet approved and the open recommendations as well as the related risks.

The members gave a favourable opinion on the revised charter of the IAS as it was presented by the SG.

3.9 Follow-up of recommendations by ECA and of discharge questions

Unit A1 holds a register of recommendations made by the ECA and the discharge authority.

The European Court of Auditors' Annual report covering the financial year 2013 (2014/C 398/01) is positive and does not include any recommendations for the CoR, like it was already not the case the year before.

The discharge authority has made a number of remarks in the Draft² Report on discharge in respect of the implementation of the general budget of the European Union for the financial year 2013, Section VII – Committee of the Regions (2014/2083(DEC)).

Points 1 to 10, points 13, 15 and 16 are remarks which do not require any response by the Committee.

Information related to points 11 and 12 is provided in the report of the Directorate for Translation; information related to point 14 is provided in the report of the Directorate for Members services & Registry to be found in Chapter 2 of the present report.

Regarding the amendment to the Draft Report "[The European Parliament] *Is concerned by the delayed adoption of the internal whistle-blowing rules; calls on the Committee to implement these without further delay*", internal whistle-blowing rules are being prepared in collaboration with the EESC, for adoption in 2015.

Finally, point 19 of the Report on discharge for the financial year 2012 will be reported upon once the updated administrative cooperation agreement with the EESC is signed (2015).

² The final report is not available at the time of drafting of this document.

4. ISSUES PERTAINING TO THE DECLARATION OF ASSURANCE

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

The year 2014 has been marked by three persons assuming the capacity of Authorising Officer by Delegation (i.e outgoing Secretary-General, ad interim Secretary-General and newly appointed Secretary-General). The quality of the hand-over procedure allows the present AOD to take full responsibility for the use of all the resources allocated for 2014.

5. THE DECLARATION OF ASSURANCE

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

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the individual declarations of the authorising officers by sub-delegation based on detailed financial execution information and their reporting on exceptions and derogations, the management reporting based on the internal control system that has been established, the results of the self-assessment, ex-post controls and the work of the internal audit capability for years prior to the year of this declaration.

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

Done in Brussels,

On

ANNEXES

Annex 1: Financial resources

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

Annex 3: Transfers of appropriations

Annex 4: Negotiated procedures

Annex 5: Report on compliance of the time limits suspension

Annex 6: Provisional annual accounts and financial reports

Annex 7: Human resources table

ANNEX 1: Financial Resources

The approved budget for 2014 was € 87.6 mios of which € 86.3 mios or 98.5% were committed and € 78.7 mios or 89.8% were paid at the end of the year.

1 Use of resources

Commitments

At the end of the year, the percentage committed from the approved budget was 98.5%. The mid-term budget execution and subsequent reallocation of the resources at the end of the year contributed to achieve this result.

By the end of December 2014, the commitment execution rate was 98.7% for Title 1 "Expenditure relating to persons working with the Committee" and 98.1% for Title 2 "Buildings, equipment and miscellaneous operating expenditure".

There were some € 1.3 mios or 1.5% of all C1 credits left uncommitted at the end of the year. Both in relative and monetary terms, this was significantly lower compared to the result of 2013 where € 2.6 mios (3%) were left uncommitted in C1 credits.

Payments

The overall execution rate for payments at the end of December 2014 was 89.8%, slightly above 2013 (89.2%), still better than 2012 (89.4%) and 2011 (87.3%) but less than 2010 and 2009 where, two times in a row since the CoR obtained its budgetary autonomy in 2000, the payment execution rate at year-end exceeded the 90% mark (91.1% in 2010 and 90.7% in 2009).

The final payment execution rate at the end of the budget cycle will be higher, as part of the committed credits related to 2014 was carried forward to C8 credits of 2015 and will be paid in 2015. The actual payment execution rate for 2014 will only be known by the end of 2015 when the final payment execution rate of C8 credits of 2015 will be determined.

Title 1: Expenditure relating to persons working with the Committee

In this title, most of the payments relates to staff remunerations. For budgetary items 1200, 1202 and 1204, the total budget amounted to € 46.8 mios of which a total of € 46.3 mios or 98.9% was paid as at 31 December 2014. This is higher than in December 2013, when € 44.7 mios EUR or only 95% were paid out due mainly to (i) a larger than expected vacancy rate, (ii) the somewhat later-than foreseen entry into service of the new officials related to the enlargement to Croatia and (iii) due to the fact that it was not possible to pay any amounts related to the 2011 and/or 2012 indexation cases in 2013 nor it was possible to transfer them to any other area needing additional financing.

At the end of the year, the amount of € 7.5 mios or 90% was paid from budget item 1004 "Members travel and subsistence allowances, attendance at meetings and associated expenditure". This is less in monetary terms and in percentage than in the same period of the last year (€ 7.8 mios and 95% respectively).

Title 2: Buildings, equipment and miscellaneous operating expenditure

In total, 78.6% of the Title 2 budget was paid out by the end of the year 2014, principally due to the 86.8% payment execution rate of chapter 20 "Buildings and associated costs". The other chapters of Title 2 showed lower payment execution rates.

2014 in comparison with 2013 and 2012

The following table gives a comparative overview of execution rates for commitments and payments per title, at the end of December for the years 2014, 2013 and 2012.

Outturn as at 31 December

	2014			2013			2012		
	Budget 000 €	Commitments	Payments	Budget 000 €	Commitments	Payments	Budget 000 €	Commitments	Payments
T1	64 738	98.7%	93.8%	64 730	96.1%	93.2%	63 427	98.0%	94.6%
T2	22 888	98.1%	78.6%	22 643	99.5%	77.7%	23 076	98.9%	75.3%
Total	87 626	98.5%	89.8%	87 373	97.0%	89.2%	86 503	98.2%	89.4%

Title 1: Expenditure relating to persons working with the Committee

The payment and commitment execution rates in 2014 were above the ones registered in 2013. 2013 had been impacted by a lower execution of staff salaries related items (chapter 12). The latter was mainly caused by higher vacancy rates throughout 2013 that, in turn mainly was a result of an attempt to accumulate the necessary means to be able to deal with the pending 2011 and 2012 salary indexations.

Title 2: Buildings, equipment and miscellaneous operating expenditure

The execution rate for commitments as at 31 December 2014 was lower than the equivalent rate in 2013 and 2012. Payments, which are a more representative indicator, were however higher than in the same period in 2013 and 2012:

2 Detailed analysis of 2014 outturn

2014 appropriations (C1 credits)

The table below gives a breakdown of the total 2014 budget after transfers and final outturn by budget lines.

Ch. / Line	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
10	Members of the Committee	8,413,084	8,413,084	100.0%	7,595,966	90.3%
1000	Salaries, allowances and payments	80,000	80,000	100.0%	71,023	88.8%
1004	Travel and subsistence allowances, attendance at meetings and associated expenditure	8,313,084	8,313,084	100.0%	7,519,735	90.5%
105	Courses for Members of the Committee	20,000	20,000	100.0%	5,208	26.0%
12	Officials and temporary staff	46,841,225	46,312,290	98.9%	46,312,290	98.9%
1200	Remuneration and allowances	46,449,475	45,956,396	98.9%	45,956,396	98.9%
1202	Paid overtime	60,000	40,693	67.8%	40,693	67.8%
1204	Entitlements in connection with entering the service, transfer and leaving the service	331,750	315,201	95.0%	315,201	95.0%
129	Provisional appropriation					
14	Other staff and outside services	7,903,144	7,577,816	95.9%	5,558,388	70.3%
1400	Other staff	1,904,784	1,748,577	91.8%	1,709,591	89.8%
1402	Interpreter services	4,490,700	4,490,700	100.0%	2,775,897	61.8%
1404	Graduate traineeships, grants and exchanges of officials	645,460	631,820	97.9%	608,435	94.3%
1408	Entitlements in connection with entering the service, transfer and leaving the service	65,000	65,000	100.0%	1,643	2.5%
1420	Supplementary services for the translation service	347,200	191,719	55.2%	144,113	41.5%
1422	Expert advice connected with consultative work	450,000	450,000	100.0%	318,709	70.8%
16	Other expenditure relating to persons working with the Committee	1,580,220	1,573,312	99.6%	1,246,843	78.9%
1610	Miscellaneous expenditure on recruitment	50,000	43,600	87.2%	33,338	66.7%
1612	Further training, retraining and information for staff	425,070	425,062	100.0%	254,786	59.9%
162	Staff mission costs	432,500	432,500	100.0%	365,766	84.6%
1630	Social welfare	13,000	12,500	96.2%	6,254	48.1%
1632	Social contacts between members of staff and other social measures	25,700	25,700	100.0%	24,917	97.0%
1633	Transport/mobility	60,000	60,000	100.0%	20,899	34.8%
1634	Medical service	45,900	45,900	100.0%	22,632	49.3%
1636	Current operating expenditure for restaurants and canteens					
1638	Early Childhood Centre and approved day nurseries	528,050	528,050	100.0%	518,250	98.1%
Title I:		64,737,673	63,876,502	98.7%	60,713,487	93.8%

Ch. / Line	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
20	Buildings and associated costs	15,056,195	14,801,521	98.3%	13,075,371	86.8%
2000	Rent	1,521,537	1,509,537	99.2%	1,467,655	96.5%
2001	Annual lease payments	8,856,626	8,856,626	100.0%	8,855,685	100.0%
2007	Fitting-out of premises	822,262	740,253	90.0%		0.0%
2008	Other expenditure on buildings	97,456	94,805	97.3%	13,991	14.4%
2022	Cleaning and maintenance	1,870,322	1,743,402	93.2%	1,296,735	69.3%
2024	Energy consumption	348,152	339,840	97.6%		0.0%
2026	Security and surveillance of buildings	1,494,468	1,494,468	100.0%	1,420,363	95.0%
2028	Insurance	45,372	22,590	49.8%	20,943	46.2%
21	Data processing, equipment and furniture: purchase, hire and maintenance	4,020,505	3,945,932	98.1%	3,083,583	76.7%
2100	Purchase, service and maintenance of equipment and software; related work	1,207,457	1,203,343	99.7%	955,575	79.1%
2102	Outside assistance in connection with the operation, development and maintenance of software systems	1,658,982	1,658,015	99.9%	1,366,226	82.4%
2103	Telecommunications	163,597	163,589	100.0%	158,732	97.0%
212	Furniture	108,311	73,778	68.1%	24,322	22.5%
214	Technical equipment and installations	802,158	767,207	95.6%	513,156	64.0%
216	Vehicles	80,000	80,000	100.0%	65,572	82.0%
23	Current administrative expenditure	319,637	295,928	92.6%	225,781	70.6%
230	Stationery, office supplies and miscellaneous consumables	133,688	120,212	89.9%	99,769	74.6%
231	Financial charges	4,500	1,125	25.0%	680	15.1%
232	Legal costs and damages	30,000	30,000	100.0%	21,458	71.5%
236	Postage on correspondence and delivery charges	58,810	53,920	91.7%	30,116	51.2%
238	Other administrative expenditure	92,639	90,671	97.9%	73,758	79.6%
25	Meetings and conferences	686,845	671,809	97.8%	342,440	49.9%
2540	Miscellaneous expenditure on internal meetings	85,000	85,000	100.0%	59,122	69.6%
2541	Observers	37,595	37,595	100.0%	27,436	73.0%
2542	Meetings, congresses and conferences	414,250	399,214	96.4%	168,691	40.7%
2546	Representation expenses	150,000	150,000	100.0%	87,191	58.1%
26	Expertise and information	2,804,684	2,746,854	97.9%	1,271,643	45.3%
2600	Expenditure on publishing, dissemination of information and participation in public events	752,468	735,557	97.8%	304,957	40.5%
2602	General publications	715,555	715,552	100.0%	448,165	62.6%
2604	Official Journal	187,500	187,500	100.0%	183,017	97.6%
2620	External expertise and studies	449,409	432,808	96.3%	82,784	18.4%
2622	Documentation and library expenditure	109,753	105,645	96.3%	62,784	57.2%
2624	Expenditure on archive resources	145,099	144,892	99.9%	57,444	39.6%
264	Expenditure on publishing, dissemination of information and participation in public events: information and communication activities	444,900	424,900	95.5%	132,493	29.8%
Title II:		22,887,866	22,462,044	98.1%	17,998,818	78.6%
<i>Total Budget:</i>		87,625,539	86,338,545	98.5%	78,712,305	89.8%

Appropriations carried over from 2013 to 2014 (C8 credits)

The appropriations committed in 2013 but not yet paid out by the end of that year were carried forward and converted into C8 credits of 2014. In total, € 7 mios – or 8.1% of the CoR's 2013 budget – were transferred into C8 credits during January 2014. This amount was broken down as follows: € 6.8 mios derived from C1 credits and € 0.2 mios derived from C4 credits of 2013.

The total amount of C8 credits carried forward from 2013 to 2014 was lower in monetary and percentage terms than in the previous year when € 7.9 mios (or 9.1% of the CoR's 2012 budget) was carried forward to 2013.

At the end of 2014 the execution rate for C8 credits of 2014 (carried over from 2013) was **84.4%**. The cumulative results of the year were slightly below 2013 (85.7%) but still above the trends of the previous years, i.e. December 2012 (79.2%), December 2011 (84.2%) and December 2010 (82.1%).

There were some € 1.1 mios or 15.6% of all C8 credits left unutilized at the end of the year. This amount was returned to the EU budget at the end of the year.

The table below gives details of the carried-over appropriations from 2013 to 2014 (C8) as at 31 December (€ and %).

Ch./ Line	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
10	Members of the Committee	438,150	223,823	51.1%	190,374	43.4%
1000	Salaries, allowances and payments	10,649	4,907	46.1%	4,907	46.1%
1004	Travel and subsistence allowances, attendance at meetings and associated expenditure	412,753	212,753	51.5%	179,304	43.4%
105	Courses for Members of the Committee	14,748	6,163	41.8%	6,163	41.8%
12	Officials and temporary staff	0	0	NA	0	NA
1200	Remuneration and allowances	0	0	NA	0	NA
1202	Paid overtime	0	0	NA	0	NA
1204	Entitlements in connection with entering the service, transfer and leaving the service	0	0	NA	0	NA
129	Provisional appropriation	0	0	NA	0	NA
14	Other staff and outside services	1,115,157	1,052,646	94.4%	849,228	76.2%
1400	Other staff	44,806	42,866	95.7%	42,866	95.7%
1402	Interpreter services	898,992	898,992	100.0%	734,043	81.7%
1404	Graduate traineeships, grants and exchanges of officials	17,465	6,855	39.3%	6,855	39.3%
1408	Entitlements in connection with entering the service, transfer and leaving the service	28,922	20,973	72.5%	20,973	72.5%
1420	Supplementary services for the translation service	8,256	6,244	75.6%	5,790	70.1%
1422	Expert advice connected with consultative work	116,716	76,716	65.7%	38,702	33.2%
16	Other expenditure relating to persons working with the Committee	312,451	273,488	87.5%	273,488	87.5%
1610	Miscellaneous expenditure on recruitment	6,734	2,771	41.2%	2,771	41.2%
1612	Further training, retraining and information for staff	174,785	159,027	91.0%	159,027	91.0%
162	Staff mission costs	64,865	64,079	98.8%	64,079	98.8%
1630	Social welfare	3,441	642	18.6%	642	18.6%
1632	Social contacts between members of staff and other social measures	548	455	83.0%	455	83.0%
1633	Transport/mobility	32,138	32,138	100.0%	32,138	100.0%
1634	Medical service	21,731	14,376	66.2%	14,376	66.2%
1638	Early Childhood Centre and approved day nurseries	8,208	0	0.0%	0	0.0%
Title I:		1,865,758	1,549,957	83.1%	1,313,090	70.4%

Ch. / Line	Description	Budget [a]	Commit. [b]	% [b/a]	Payments [c]	% [c/a]
20	Buildings and associated costs	2,286,192	2,191,946	95.9%	2,191,946	95.9%
2000	Rent	23,081	12,097	52.4%	12,097	52.4%
2001	Annual lease payments	559,923	555,061	99.1%	555,061	99.1%
2007	Fitting-out of premises	207,866	201,070	96.7%	201,070	96.7%
2008	Other expenditure on buildings	37,839	37,839	100.0%	37,839	100.0%
2022	Cleaning and maintenance	724,223	667,781	92.2%	667,781	92.2%
2024	Energy consumption	638,655	638,655	100.0%	638,655	100.0%
2026	Security and surveillance of buildings	88,511	79,175	89.5%	79,175	89.5%
2028	Insurance	6,094	268	4.4%	268	4.4%
21	Data processing, equipment and furniture: purchase, hire and maintenance	855,311	797,514	93.2%	794,820	92.9%
2100	Purchase, service and maintenance of equipment and software; related work	422,990	391,202	92.5%	391,202	92.5%
2102	Outside assistance in connection with the operation, development and maintenance of software systems	245,000	241,899	98.7%	241,899	98.7%
2103	Telecommunications					
212	Furniture	14,667	14,667	100.0%	14,667	100.0%
214	Technical equipment and installations	160,778	144,793	90.1%	142,099	88.4%
216	Vehicles	11,876	4,953	41.7%	4,953	41.7%
23	Current administrative expenditure	80,176	61,940	77.3%	60,528	75.5%
230	Stationery, office supplies and miscellaneous consumables	8,820	8,802	99.8%	7,498	85.0%
231	Financial charges	543	481	88.7%	481	88.7%
232	Legal costs and damages	16,497	16,497	100.0%	16,497	100.0%
236	Postage on correspondence and delivery charges	29,988	14,291	47.7%	14,291	47.7%
238	Other administrative expenditure	24,328	21,868	89.9%	21,762	89.5%
25	Meetings and conferences	369,033	280,403	76.0%	256,873	69.6%
2540	Miscellaneous expenditure on internal meetings	25,691	25,691	100.0%	7,192	28.0%
2541	Observers	24,048	7,048	29.3%	2,016	8.4%
2542	Meetings, congresses and conferences	216,978	210,822	97.2%	210,822	97.2%
2546	Representation expenses	102,317	36,843	36.0%	36,843	36.0%
26	Expertise and information	1,590,939	1,330,390	83.6%	1,328,494	83.5%
2600	Expenditure on publishing, dissemination of information and participation in public events	255,775	185,060	72.4%	185,060	72.4%
2602	General publications	501,563	463,968	92.5%	462,658	92.2%
2604	Official Journal	32,788	0	0.0%	0	0.0%
2620	External expertise and studies	334,896	334,896	100.0%	334,896	100.0%
2622	Documentation and library expenditure	72,183	71,873	99.6%	71,288	98.8%
2624	Expenditure on archive resources	65,462	65,462	100.0%	65,462	100.0%
264	Expenditure on publishing, dissemination of information and participation in public events: information and communication activities	328,273	209,130	63.7%	209,130	63.7%
Title II:		5,181,651	4,662,193	89.9%	4,632,661	89.4%
Total Budget:		7,047,409	6,212,150	90.7%	5,945,751	84.4%

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

According to the Committee of the Regions' Charter of Missions and Responsibilities of the Authorising Officer by delegation and the Authorising Officers by sub-delegation (Decision No. 0420/2011), the latter have, inter alia, a responsibility to contribute to the establishment of the annual report of the Authorising Officer by delegation through their reporting on the activities for which they have received sub-delegation. On top of the regular reporting, the Authorising Officer by delegation, in preparing the declaration in his annual report for the year 2014, asked the Authorising Officers by sub-delegation to report on the control environment for which they are responsible and to sign a declaration in the same format as his, as indicated below. Every AOSD had to report on individual exceptions and applied remedial measures to the Authorising Officer by Delegation when presenting his declaration of assurance for the budget lines for which he is responsible.

For the budget exercise 2014, nineteen officials were appointed as Authorising Officers by sub-delegation and authorised transactions¹.

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

Beljaars-Verhoeven Saskia	28 January 2015
Bouquerel Caroline	28 January 2015
Bourguignon Didier	27 January 2015
Canoto Argüelles Juan Carlos	28 January 2015
Cervilla Martinez Pedro	28 January 2015
De Feu Marc	6 February 2015
Filipek Francois	10 February 2015
Haenebalcke Tom	10 February 2015
Lavigne Eric	27 January 2015
Leurquin Eric	10 February 2015
Mitelman Anna	9 February 2015
Rant Anica	30 January 2015
Schaumans Patrick	28 January 2015
Singelsma Sybren	4 March 2015 and 12 March 2015
Taugne Beatrice	22 January 2015
Thieule Laurent	11 February 2015
Thomé Florence	4 March 2015
Tsirmiagos Kyriakos	22 January 2015
Yalamboukidou Lambrini	12 February 2015

¹ In addition, seven appointed AOSDs did not authorise any transactions in 2014, therefore were not required to provide a declaration: Hugh Annand, Thierry Castillon (he provided a declaration), Daniel Janssens, Peder Jakobsson (he provided a declaration), Joanna Kaduczak, Claudine Kesteloot and Ineta Strautina (she provided a declaration).

Model of the Declaration:

Declaration of the authorising officer by sub-delegation

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

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

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

Done at Brussels, (date)

(Signature)

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

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

3. When **derogations** have been recorded, more detailed explanations should be provided for **each** (type of) derogation:

(A reference should be made here to the causes of the derogations and the corrective measures put in place. Such corrective measures have to be sufficient for a declaration of assurance to be given.)

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

ANNEX 3 - Transfers of appropriations

During 2014 the following transfers of appropriations submitted by the CoR were approved by the Council and Parliament:

1.1 INF 1/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to pay the bills (earlier than in previous years) for the increasing number of enrolments and presences in the nurseries and other childcare facilities (managed by the other EU institutions) and compensate for the increasing cost per unit.

The amount of the transfer was € 68.250:

- From budgetary item 1204 "Entitlements on entering the service, transfer and leaving the service"
- To budgetary item 1638 "Early Childhood Centre and approved day nurseries".

1.2 INF 2/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to maintain the same level of the communication budget of the 4 Political Groups also after the creation of the 5th Political Group (ECR) in the CoR and to provide the adequate funding for the new Political Group according to the existing rules.

The amount of the transfer was € 45.900:

- From budgetary item 1200 "Remuneration and allowances"
- To budgetary item 264 "Expenditure on publishing, information and on participation in public events: information and communication activities".

1.3 INF 3/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to purchase the SharePoint statistics tool "Webtrends", and to integrate CoR Common Consultative Platforms and "Dynamics" system for centralized management of contacts, and to develop the publication management system.

The amount of the transfer was € 76.000:

- From budgetary item 1402 "Interpreter services"
- To budgetary items:

- 2100 "Purchase, service and maintenance of equipment and software, and related work" (€ 22.000).
- 2102 "Outside assistance in connection with the operation, development and maintenance of software systems" (€ 54.000).

1.4 INF 4/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to replace outdated video streaming equipment in the meeting rooms JDE51 and JDE52.

The amount of the transfer was € 40.000:

- From budgetary item 212 "Furniture"
- To budgetary item 214 "Technical equipment and installations"

1.5 INF 5/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to cover the increasing printing expenses for publications in the OJ in 2014 and for certain expenditures that occurred in 2013 but were invoiced in 2014 without budget left.

The amount of the transfer was € 37.500:

- From budgetary item 1200 "Remuneration and allowances"
- To budgetary item 2604 "Official Journal"

1.6 INF 6/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to pay all the requests for reimbursement of public transport under the framework of the mobility policy. The overall number of reimbursements was estimated to remain at about the same level as in the previous year; however the available budget in 2014 was below the real outturn for 2013.

The amount of the transfer was € 15.000:

- From budgetary item 1200 "Remuneration and allowances"
- To budgetary item 1633 "Mobility/Transport"

1.7 INF 7/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to reimburse the claims of its Members and alternate Members related to the language courses and related material.

The amount of the transfer was € 5.000:

- From budgetary item 1200 "Remuneration and allowances"
- To budgetary item 105 " Courses for members of the institution"

1.8 INF 8/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to finance additional, unforeseen missions.

The amount of the transfer was € 50.000:

- From budgetary item 1404 "Graduate traineeships, grants and exchanges of officials"
- To budgetary item 162 "Missions"

1.9 INF 9/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to finance two technical projects: (i) improvement of the sound in the conference rooms for the journalists (€ 40.000) and (ii) facilitation of the implementation of paper-less payment system for the reimbursements of the CoR Members (€ 5.000).

The amount of the transfer was € 45.000:

- From budgetary item 2000 "Rent"
- To budgetary item 214 "Technical equipment and installations"

1.10 INF 10/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer to allow the CoR to finance the replacement of the electricity-based central heating system by a gas-based central heating system. This is a joint CoR/EESC project to which the CoR contributes for its share.

The amount of the transfer was € 45.186:

- From budgetary items:

- 2024 "Energy consumption" (€ 12.604)
 - 2028 "Insurance" (€ 32.582)
- To budgetary item 2007 "Fitting-out of premises"

1.11 INF 11/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to finance additional needs for some IT projects in IT information systems and infrastructure. This is a joint CoR/EESC project to which the CoR contributes for its share.

The amount of the transfer was € 148.680:

- From budgetary items:

- 2024 "Energy consumption" (€ 99.094)
- 212 "Furniture" (€ 10.976)
- 230 "Stationery, office supplies and miscellaneous consumables" (€ 10.620)
- 236 "Postage on correspondence and delivery charges" (€ 27.990)

- To budgetary item 2100 " Purchase, service and maintenance of equipment and software and related work"

1.12 INF 12/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was the reinforcement of two budget lines to allow the CoR:

(i) to prolong a purchase order relating to the dispatching framework contract as well as to complete several other projects;

(ii) to finance the additional moves caused by the reorganisation of the Translation Directorate.

This is a joint CoR/EESC project to which the CoR contributes for its share.

The amount of the transfer for (i) was € 23.172:

- From budgetary item 2024 " Energy consumption"

- To budgetary item 214 "Technical equipment and installations"

and € 4.248 for (ii):

- From budgetary item 230 "Stationery, office supplies and miscellaneous consumables"

- To budgetary item 238 "Other administrative expenditure".

1.13 INF 13/2014

This transfer was submitted under Article 25 of the Financial Regulation.

The purpose of this transfer was to allow the CoR to pay a part of the 2015 lease payments (due between 1-15 Jan 2015) for the joint CoR-EESC buildings in Brussels using the 2014 budget rather than the 2015 budget.

The amount of the transfer was € 925.000:

- From budgetary items:

- 1200 "Remuneration and allowances" (€ 450.000)
- 1400 "Other staff" (€ 150.000)
- 1404 "Graduate traineeships, grants and exchange of officials" (€ 30.000)
- 2024 "Energy consumption" (€ 230.000)
- 2540 "Internal meetings" (€ 25.000)
- 2541 "Observers" (€ 40.000)

- To budgetary item 2001 "Annual lease payments"

Annex 4 - Negotiated procedures 2014

The present appendix shows, in accordance with article 53 RAP (New FR), the list of contracts concluded in 2014 by the Committee of the Regions (CoR) under negotiated procedures Art 134 (1) points (a) to (g) and Art 135 (1) points (a) to (d). This information is based on the list of contracts registered in the CoR database of contracts.

Numéro contrat	Direction	Unité/Service	Nom du fournisseur	Intitulé du contrat	Type de contrat	Type de procédure	Montant (€)
CDR/DCPE/1/2014	Direction D	Communication, presse	Agence Europe S.A.	Abonnement Agence Europe 2014.	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	25.890,00
CDR/Greffe/7/2014	Direction B	Services intérieurs	Sodexo European Parliament	Catering Plénière 30-31 janvier 2014	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	6.081,00
CDR/Greffe/29/2014	Direction B	Services intérieurs	POZNAN CONGRESS CENTER	Equipement technique pour la réunion extraordinaire du Groupe PPE à Poznan, Pologne le 25 avril 2014	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	4.668,25
CDR/Greffe/34/2014	Direction B	Services intérieurs	Compass group - Eurest	Boissons Session plénière 2-3/04/2014	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	7.232,00
CDR/DCPE/48/2014	Direction D	Communication, presse	Computer Ressources International	CoR Website Hosting Services	Contrat cadre	Procédure négociée art. 134 1. b) RAP	42.000,00
CDR/Greffe/65/2014	Direction B	Services intérieurs	Sodexo European Parliament	Catering Plénière 25-26 juin 2014	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	6.905,80

Numéro contrat	Direction	Unité/Service	Nom du fournisseur	Intitulé du contrat	Type de contrat	Type de procédure	Montant (€)
CDR/Greffe/77/2014	Direction B	Services intérieurs	COSMEUROPE SC	Maintenance du système d'enregistrement audio Soundeyes du Service Réunions du CdR	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	7.370,00
CDR/DCPE/102/2014	Direction D	Communication, presse	Sodexo European Parliament	EUROPCOM 2014 – Lunch du 15/10/2014 au PE	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	9.530,00
CDR/Greffe/104/2014	Direction B	Services intérieurs	Fundação Centro Cultural de Belem	Location des installations techniques et accessoires de la salle Mello de Breynar au Centre Culturel de Belem, Lisbonne, Portugal, pour la réunion du Groupe PSE	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	6.380,00
CDR/Greffe/105/2014	Direction B	Services intérieurs	Eurest	Catering pour la Session Plénière du Comité des Régions les 7 et 8 octobre 2014.	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	8.087,14
CDR/DCPE/107/2014	Direction D	Communication, presse	Europe Information Service	Edition spécial EUROPOLITIQUE sur la politique de cohésion	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	9.800,00
CDR/DCPE/120/2014	Direction D	Communication, presse	Europe Information Service	Renouvellement de l'abonnement EUROPOLITIQUE 2015	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	23.570,00
CDR/Greffe/136/2014	Direction B	Services intérieurs	Sodexo European Parliament	Catering pour la SP du Comité des Régions les 3 et 4 décembre 2014	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	6.335,80

Numéro contrat	Direction	Unité/Service	Nom du fournisseur	Intitulé du contrat	Type de contrat	Type de procédure	Montant (€)
CDR/DCPE/140/2014	Direction D	Communication, presse	Unijolly	Dîner à la brasserie Van Maerlant pour le groupe politique EPP dans le cadre de l'évènement "EPP /CoR Winter University for EPP Communicators	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	1.500,00
CDR/DCPE/151/2014	Direction D	Communication, presse	Euronews	Euronews communication campaign	Bon d'Achat	Procédure négociée art. 134 1. b) RAP	65.000,00

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

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

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

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

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

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

In 2014 (and since 2008), the CoR's accounting officer continued regularly to send (quarterly and on an ad-hoc basis if needed) to the authorising services specific reports on invoices, payment of which was suspended or whose due date in relation to the contractual date had in theory passed, in order to permit them to ascertain whether or not the contractual conditions in the contracts signed with the suppliers concerned had been properly complied with.

The analysis of data for the financial year shows that no case of payment of mandatory default interest (case where the amount of default interest exceeds the threshold of EUR 200 defined in Article 111, subparagraph 4 of the RAP) were recorded in 2014.

In general, as shown by the table below, all the actions described above enabled the authorising services of the Committee of the Regions to substantially improve their performance regularly in relation to payment time limits. For 2014, the average time for payment was 20 days, slightly higher than in 2013 but still well below the lowest time limit of 30 days set in the FR.

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

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

Financial year	Invoices		Average time taken for payment (in days)	Number of suspension of time-limits
	Number	Amounts		
2008	2.109	30.366.149,07	29,64	86
2009	2.523	32.549.780,34	25,77	201
2010	2.255	33.263.362,27	28,49	220
2011	1.956	34.277.780,06	22,99	244
2012	1.938	35.768.276,60	18,86	205
2013	1.820	31.123.497,29	18,85	124
2014	1.711	29.238.586,46	19,72	105

It should be added that the low level of the average time for payment is also due to the fact that, in many cases, the authorising services of the Committee of the Regions make payment of invoices without waiting until the due date specified in the contract, which is very much to the advantage of suppliers.

Thus, this positive result precisely forms a part of the efforts proposed by the Commission in April 2009³ in order to improve the financial situation of undertakings, particularly in this period of crisis.

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

ANNEX 6 - Provisional Accounts 2014

Balance Sheet - Assets

	31/12/2014	31/12/2013
Intangible assets (NBV)	76.652	80.041
Computer Software's	76.652	80.041
Tangible assets (NBV)	73.440.114	76.447.500
Plant, Machinery & Equipment	53.707	54.307
Furniture & Vehicles	406.538	490.910
Computer Hardware	554.736	634.466
Other Fixtures & Fittings	120.626	85.670
Land & Buildings under financial lease	72.304.507	75.182.146
Short term receivables	9.771.757	162.117
Customers	124.304	74.089
VAT	-	376
Staff receivables	35.568	67.326
Pre-financing	71.241	-
Accruals & Deferrals	9.540.644	20.326
Cash & cash equivalents	1.773.190	1.541.765
Bank account	1.773.190	1.541.765
TOTAL ASSETS	85.061.713	78.231.423

Balance Sheet - Liabilities

	31/12/2014	31/12/2013
Accumulated surplus / deficit	17.041.927	8.234.629
Accumulated surplus / deficit from previous years	8.234.629	5.930.325
Economic result of the year	8.807.298	2.304.303
Long term liabilities	62.429.610	65.051.695
Financial lease debt	62.429.610	65.051.695
Short term liabilities	5.590.176	4.945.099
Financial lease debt (falling due within the year)	2.622.085	2.463.695
Suppliers	2.089.337	1.219.564
Staff payables	872.947	1.261.488

Other payables	5.807	-
Accruals & Deferrals	-	352
TOTAL LIABILITIES	85.061.713	78.231.423

Economic Outturn Account

	31/12/2014	31/12/2013
Surplus / Deficit of the year	8.807.298	2.304.303
From ordinary activities	13.900.521	7.457.402
Revenue	93.826.347	85.818.675
Staff expenses	- 48.797.389	- 46.445.031
Depreciation, amounts written-off & provisions	- 3.518.138	- 3.574.074
Land & building related expenses	- 3.653.141	- 3.535.222
Other expenses	- 23.957.158	- 24.806.947
From financial activities	- 5.093.223	- 5.153.099
Revenue	4.280	4.030
Expenses	- 5.097.503	- 5.157.129

ANNEX 7 - Distribution of officials and temporary agents by genders, nationalities and grades as of 31/12/2014

	DE	AT	BE	BG	CY	HR	DK	IE	ES	EE	FI	FR	EL	HU	IT	LV	LT	MT	NL	PL	PT	CZ	RO	UK	SK	SI	SE	Total
AD5	4	1	1	1		6		1	4		1	5		1	4			1		3	1	3	3	1	1	1	1	39
AD6	3		2	2				1	2			1		1	1	1	1	2		3	1	3	3	3	1	5	2	38
AD7	4		3	5						2	1	5	3	3	4	4	6	2		7		4	8	2	4	2	2	71
AD8	2			1						3		3	1	3	2	3				4		4	1		5	1		33
AD9	3		3	1		1				2	1	1		1	2	2	1			2	2				2			22
AD10	1		1									1		1	2	1		1			1						2	11
AD11	3		3								1		1	1	3				5					1	1		1	20
AD12	4		2				1		3		2		1	1	3				1		2						2	21
AD13	4	1	5				1	1	2		1	4	2		2						1	1		3				26
AD14	1						1	1				1	2		2	1				1	1					1	1	13
AD15			1						1			1																3
AD16																						1						1
AD	29	2	21	10	0	7	3	4	12	7	7	22	10	10	21	12	8	6	7	20	8	13	15	10	13	10	11	298
AST1			3	1				2	1			2	1		4		2	1		1				1				19
AST2			4	1	1			1				1		1	1	1	1			1		3	1			3		19
AST3			15	2			1		3	2		1	2	1	2			1		5	1	2	3	1	1	1	3	47
AST4	1		7	1	1		1			1		5	1	1	1		1			2		6	1	1	1	1		32
AST5			8						1	1		2	3	3	2		1	1	1	1	1	1	1					27
AST6			9				1	1			1	3	1		2						2			1			1	22
AST7	2	1	1					2	2		1	1	1		3						2							16
AST8	1		2				1				1				1						1							7
AST9	2		1										1		1													5
AST10																					1							1
AST11			1						1				1															3
AST	6	1	51	5	2	0	4	6	8	4	3	14	11	5	17	1	5	4	1	10	8	6	11	4	2	5	4	198
Total	35	3	72	15	2	7	7	10	20	11	10	36	21	15	38	13	13	10	8	30	16	19	26	14	15	15	15	496(*)
%	7,1%	0,6%	14,5%	3,0%	0,4%	1,4%	1,4%	2,0%	4,0%	2,2%	2,0%	7,3%	4,2%	3,0%	7,7%	2,6%	2,6%	2,0%	1,6%	6,0%	3,2%	3,8%	5,2%	2,8%	3,0%	3,0%	3,0%	100,0%

(*) 35 vacant posts not included. 9 officials seconded to EP, 2 officials seconded to EPSO and an official seconded on demand included

Women	DE	AT	BE	BG	CY	HR	DK	IE	ES	EE	FI	FR	EL	HU	IT	LV	LT	MT	NL	PL	PT	CZ	RO	UK	SK	SI	SE	Total
AD5	1	1				5			2			3		1	2			1		2		2	2	3		1		20
AD6			1					1				1		1	1	1	2			2		1	2	3		4	2	22
AD7	1		1	4						2	1	2	1	2	1	2	3	6	2	4		3	5		2	2	2	43
AD8			1							3		1	1	2	1	2				4		4	2		3	1		21
AD9	2			1		1				2	1	1		1		1	1			2	1				1			14
AD10												1									1						1	3
AD11	2														2				4					1	1		1	11
AD12	1		1						2		2		1		1						1							9
AD13			2						1			3	1								1	1	1		2			11
AD14							1					1			2	1					1					1		7
AD	7	1	4	7	0	6	1	1	5	7	4	11	5	6	8	8	8	5	4	15	4	7	9	6	7	9	6	161
AST1			3	1				1				2	1		3		2	1						1				15
AST2			4	1	1			1				1		1	1	1	1			1		1	1					14
AST3			12	2			1		2	2		1		2				1		2		1	2	1			2	31
AST4	1		3	1			1			1		4	1	1	1		1			2			5	1	1			23
AST5			5						1	1		1	2	2	1					1		1	1					17
AST6			6				1	1				3	1								1			1				14
AST7	1	1	1					2	2		1	1			2						2							13
AST8	1		1				1				1										1							5
AST9	2		1												1													4
AST10																					1							1
AST11																												2
AST	5	1	36	5	1	0	4	5	6	4	2	11	6	3	11	1	4	4	0	6	5	3	9	4	1	0	2	139
Total	12	2	40	12	1	6	5	6	11	11	6	22	11	9	19	9	12	9	4	21	9	10	18	10	8	9	8	300
%	4,0%	0,7%	13,3%	4,0%	0,3%	2,0%	1,7%	2,0%	3,7%	3,7%	2,0%	7,3%	3,7%	3,0%	6,3%	3,0%	4,0%	3,0%	1,3%	7,0%	3,0%	3,3%	6,0%	3,3%	2,7%	3,0%	2,7%	100,0%

Men	DE	AT	BE	BG	CY	HR	DK	IE	ES	EE	FI	FR	EL	HU	IT	LV	LT	MT	NL	PL	PT	CZ	RO	UK	SK	SI	SE	Total
AD5	3		1	1		1		1	2		1	2			2					1	1		1	1		1		19
AD6	3		2	1					2						1					1	1	2	1		1	1	1	16
AD7	3		2	1								3	2	1	4	1				3		1	3	2	2			28
AD8	2											2		1	1	1						2	1		2			12
AD9	1		3									1				1										1		8
AD10	1		1											1	2	1		1				1					1	8
AD11	1		3								1			1	1					1								9
AD12	3		1			1			1				1	1	1						1						2	12
AD13	4	1	3				1	1	1		1	1	1									1		1				15
AD14	1							1				1	1							1							1	6
AD15			1						1			1																3
AD16																												1
AD	22	1	17	3	0	1	2	3	7	0	3	11	5	4	13	4	0	1	3	5	4	6	6	4	6	1	5	137
AST1								1	1						1						1							4
AST2																						2					3	5
AST3			3						1			1	1	1						3	1	1	1		1	1	1	16
AST4			4		1							1	1										1			1		9
AST5			3									1	1	1	1						1							10
AST6			3								1	1	1	1	2							1					1	8
AST7	1											1		1	1													3
AST8			1											1														2
AST9												1																1
AST10			1																									1
AST	1	0	15	0	1	0	0	1	2	0	1	3	5	2	6	0	1	0	1	4	3							

Distribution of ENDS by genders and nationality as of 31/12/2014

	BE	EL	HU	IT	PT	RO	Total
W	1		1	2	1		5
M		1				1	2
Total	1	1	1	2	1	1	7

Distribution of contract staff by genders, nationalities and grades as of 31/12/2014

	BE	BG	IE	ES	FR	EL	IT	NL	PL	PT	GB	SL	SE	Total
GFIV	0	1	0	1	1	0	0	0	1	1	0	1	1	7
GF III	0	0	0	1	1	0	1	1	0	1	0	0	0	5
GF II	6	0	0	2	0	0	0	0	2	1	0	0	0	11
GF I	9	0	1	1	1	4	3	0	1	0	1	0	0	21
GF I - III	15	0	1	4	2	4	4	1	3	2	1	0	0	37
Total	15	1	1	5	3	4	4	1	4	3	1	1	1	44
%	34,1%	2,3%	2,3%	11,4%	6,8%	9,1%	9,1%	2,3%	9,1%	6,8%	2,3%	2,3%	2,3%	100,0%

Women	BE	BG	IE	ES	FR	EL	IT	NL	PL	PT	GB	SL	SE	Total
GFIV	0	1	0	0	1	0	0	0	1	1	0	1	1	6
GF III	0	0	0	0	1	0	0	1	0	1	0	0	0	3
GF II	6	0	0	0	0	0	0	0	2	1	0	0	0	9
GF I	5	0	0	1	0	0	1	0	1	0	0	0	0	8
GF I - III	11	0	0	1	1	0	1	1	3	2	0	0	0	20
Total	11	1	0	1	2	0	1	1	4	3	0	1	1	26
%	42,3%	3,8%	0,0%	3,8%	7,7%	0,0%	3,8%	3,8%	15,4%	11,5%	0,0%	2,3%	2,3%	100,0%

Men	BE	BG	IE	ES	FR	EL	IT	NL	PL	PT	GB	SL	SE	Total
GFIV	0	0	0	1	0	0	0	0	0	0	0	0	0	1
GF III	0	0	0	1	0	0	1	0	0	0	0	0	0	2
GF II	0	0	0	2	0	0	0	0	0	0	0	0	0	2
GF I	4	0	1	0	1	4	2	0	0	0	1	0	0	13
GF I - III	4	0	1	3	1	4	3	0	0	0	1	0	0	17
Total	4	0	1	4	1	4	3	0	0	0	1	0	0	18
%	22,2%	0,0%	5,6%	22,2%	5,6%	22,2%	16,7%	0,0%	0,0%	0,0%	5,6%	0,0%	0,0%	100,0%