



Annual Activity Report 2019

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

March 2020



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OF THE EUROPEAN UNION



Publications Office
of the European Union

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THE PUBLICATIONS OFFICE IN BRIEF

Mission: access to EU law and publications

The Publications Office of the European Union ('the Office') provides interinstitutional publishing services on behalf of all the EU institutions, agencies and other bodies. Its mission is to publish EU law and other information and to make it available for easy long-term access and reuse.

Activities

The Office's activities comprise the production, the access to and the reuse, as well as the long-term preservation of public information produced by the institutions, bodies, offices and agencies established by or under the EU Treaties (hereinafter EU institutions). The organisation and operation of the Office are governed by Decision 2009/496/EC, Euratom ⁽¹⁾.

Under its mandate, the Office has competence, amongst others, for the following:

- publishing the *Official Journal of the European Union* and other mandatory publications;
- publishing non-mandatory publications in the context of the EU institutions' communication activities;
- referencing, preserving EU public data and making it available to the public.

In order to fulfil its mandate, the Office has implemented and manages the following online services:

- EUR-Lex — access to legal information and the authentic Official Journal;
- OP Portal — an access point progressively bringing together the different collections of official documents, publications and reference data managed by the Office (EU Law, EU Publications, EU Vocabularies and EU Whoiswho);
- TED (Tenders Electronic Daily) — access to public procurement notices (*Supplement to the Official Journal*);
- EU Open Data Portal and European Data Portal — access to the EU institutions' and European countries' structured data to facilitate reuse;
- CORDIS (the Community Research and Development Information Service) — the primary public repository and service for the dissemination and the reuse of EU-funded research projects and their results;
- *Interinstitutional style guide* — a reference tool for linguistic harmonisation across all official EU languages.

The core stakeholders of the Office are the EU institutions. At the same time, its activities are also society oriented: the free access to EU law and the legislative and decision-making process, together with the long-term preservation activity, play a key role to the transparency and openness of EU institutions, as well as to their accountability and better policy-making process. The reuse of data activity extends throughout a whole reuse community, formed of researchers, statisticians, IT developers, businesses, public administrations, interest groups, etc.

The Office operates in a changing environment and it must constantly adapt to technological improvements and innovations. Following a successful transition from a paper-based publishing model to a new paradigm of handling digital information, the Office continues to embrace and benefit of new technologies (e.g. linked open data, artificial intelligence, etc.) in order to improve service provision and develop synergies and efficiencies for the EU institutions.

⁽¹⁾ OJ L 168, 30.6.2009, p. 41.

Governance and organisation

The Office is governed by an interinstitutional Management Committee, which, in the common interest of EU institutions, adopts the strategic objectives of the Office, sets the guidelines for the general policies and ensures that the Office contributes within its areas of competence to the formulation and implementation of the EU institutions' information and communication policies.

Based in Luxembourg, the Office is structured around four directorates and has 567 staff members.

Budget matters

Budget items delegated by the Commission to the Director-General of the Office concern expenditure for administrative purposes and/or contract management and are in direct management. Therefore, compared to shared or indirect budget management, the inherent risk is low.

Accountability and reporting

The Office uses infrastructure (mainly IT), outsourcing and human resources, therefore its main risks and risk management activities, including internal control, are concentrated on these areas. The reporting of authorising officers by subdelegation contains financial data and main aspects concerning controls and risks, and formally documents any significant problems.

Quarterly information reports on the Office's production, dissemination and administrative tasks are communicated by the Office's Director-General to the Management Committee. Each year the Management Committee adopts an Annual Management Report.

EXECUTIVE SUMMARY

The Annual Activity Report is a management report of the Director-General of the Publications Office to the College of Commissioners. Annual Activity Reports are the main instrument of management accountability within the Commission and constitute the basis on which the College takes political responsibility for the decisions it takes as well as for the coordinating, executive and management functions it exercises, as laid down in the Treaties ⁽²⁾.

a) Key results and progress towards the achievement of general and specific objectives of the Publications Office (executive summary of section 1)

ENHANCED INTEROPERABILITY FOR THE EU INSTITUTIONS' DOCUMENTS

Interinstitutional cooperation to develop and maintain common standards for both the structuring of content and the exchange of information continued under the guidance of the Interinstitutional Metadata and Formats Committee (IMFC).

The use of the IMMC exchange protocol was extended with the addition of new types of documents from the European Parliament and the Commission. Almost all legal data exchanges between the EU institutions and between the institutions and the Office are conducted through the IMMC exchange protocol in a secure manner.

For the structuring of content, a new version of Akoma Ntoso for EU (AKN4EU) was published on the EU Vocabularies website. It was based on progress made within the Common Vocabulary to gather common structural and semantic concepts for the first examples of the European Parliament's texts (legislative resolutions) and amending acts. Work on the new major version will be completed in the first quarter of 2020. First transmissions, as part of the legislative process based on AKN4EU, are expected at the end of 2020.

An analysis conducted by the Office on the various guides within the EU institutions concluded that the Interinstitutional Style Guide functioned as a central reference work in a landscape of more specialised guides for legislative drafting, clear writing or visual identity. However, there were several discrepancies between the different guides. Therefore, a revived Interinstitutional Style Guide Steering Committee agreed to look for synergies between the different guides and to eliminate discrepancies where possible.

The Office finalised a study on the EU citation styles. It recommended a harmonised approach to cite EU content across all EU institutions. The recommendations will be extended to digital content, and an online citation tool will be developed.

INTERINSTITUTIONAL SYNERGIES IN THE PUBLISHING DOMAIN

The Office refined its vision for the Domain Leadership Publications around four interlinked fields of action, namely collaborative planning and governance for publications, editorial advice and performance measurement, translation request management, and centralised production of publications. Foundations were laid for services with a higher added value, whose scale-up is strongly linked to the full deployment of Domain Leadership Publications.

Comprehensive services were offered to all EU institutions to meet the growing demand for more interactive and complex media products — audiovisual, animated content, apps, web pages, containing more infographics and data visualisations. A first virtual reality application was developed and made available.

⁽²⁾ Article 17(1) of the Treaty on European Union.

A new generic template was developed to help authors to structure documents at source and to produce accessible publications for readers with disabilities. The tool is being tested in Eurolook, with a roll-out to the whole Commission planned for early 2020. A stand-alone version will be provided to other EU institutions. In order to further support accessible publishing, the Office produced and will make available to decision-makers and author services a set of videos and e learning modules on accessibility.

A toolkit of images and visuals was created to provide author services with reusable materials and design-related advice. It was finalised and tested at the end of 2019, and it will be online in early 2020.

ACCESS AND REUSE, LINKING AND VISUALISATION OF DATA

The EUR-Lex user experience was enhanced with the introduction of new features (e.g. table of contents, multilingual display for mobile devices, more clarity on the status of an act when it has been amended, update of tutorials), and the improvement of the search and metadata quality. A usability study was finalised, and the implementation of the conclusions started. The display of interinstitutional law making and internal procedures was enriched with new information. The national transposition measures are now directly accessible via EUR-Lex for 12 Member States.

Following the adoption of the new regulation on electronic public procurement notification forms (eForms), the Office published the first version of the eForms XML schemas and started work on the new online tool for the submission of public procurement notices to be published in the Official Journal S.

The Office actively supported the EU institutions in putting their open data and reuse policies into practice and collaborated, within the scope of the European Data Portal, with open data services in the Member States and beyond.

The Office organised the third EU Datathon competition on the reuse of data from the EU Open Data Portal in partnership, among others, with the Romanian Presidency of the Council. The competition challenged teams to create applications addressing specific policy or societal issues related to innovation, economics and climate change. With participants from all over Europe, the event was very successful and effectively reached new and younger audiences. The results provided invaluable insights on what can be achieved through the reuse of open data.

The Office organised the first international data visualisation conference dedicated to the public sector in Europe — the EU DataViz 2019. Experts from inside and outside public administrations shared knowledge and experience from their own data visualisation projects. The conference triggered the setting-up of an interinstitutional data visualisation community, to be managed by the Office and the Joint Research Centre. Additionally, the Office ran a comprehensive data visualisation training programme, including training courses, workshops and webinars, offered to EU staff and public sector staff in the Member States. The focus was on strengthening data visualisation skills and facilitating the sharing of knowledge between services through the creation of an active data visualisation community.

CORDIS launched EuroSciVoc, a multilingual taxonomy of fields of science, built with artificial intelligence techniques. It allows for the classification of over 30 years of EU-funded projects on CORDIS and can serve as a reference vocabulary for the open science community.

LONG-TERM PRESERVATION

The Office produced a draft of the EU legal deposit scheme, intended to establish a fully operational legal deposit for the publications of the EU institutions. Consultations on this are currently taking place, with a formal validation expected in mid-2020.

UNDERLYING INFRASTRUCTURE HIGHLIGHTS

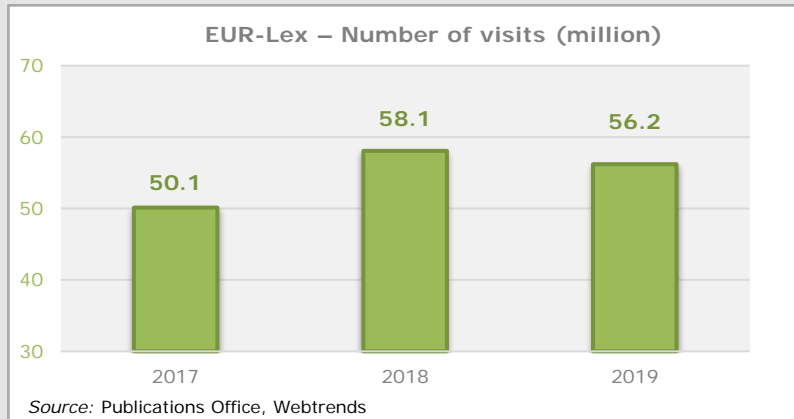
Functional analyses were conducted for the production workflow management systems for legal and general publications, and the possibility of creating synergies at a technical level — via a unified production platform including these historically separate production workflows — was examined and agreed upon. The solutions will be implemented from 2020 onwards.

The OP Portal's operations were outsourced to a managed services provider. Smooth access was ensured to all content and functionalities of the portal, which now runs on a public cloud infrastructure. The internal infrastructure was decommissioned.

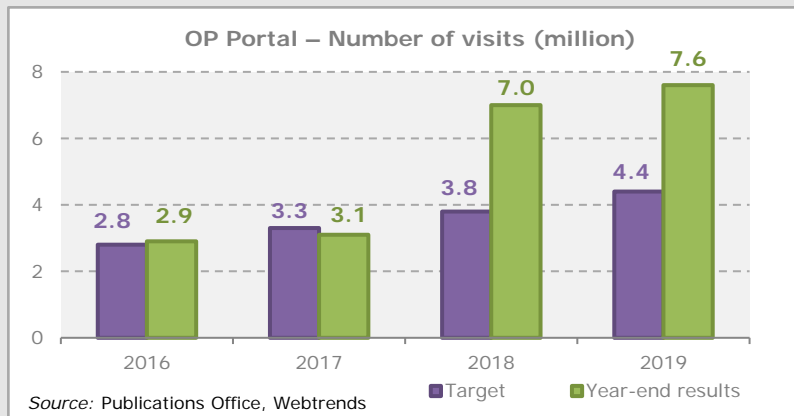
Under the Office's cloud-first policy, whereby the cloud should gradually become the default deployment model, the migration of three complex information systems — EUR-Lex, EUR-Lex Search and the Cellar — was accomplished. In partnership with DG Informatics, the Office also migrated 95 % of its information systems to the corporate infrastructure. Thus, the part of the Mercier data centre dedicated to information systems will be decommissioned in early 2020.

b) Key Performance Indicators (KPIs)

Result/Impact indicator (description)	Target 2020	Results 2019
KPI 1 – Percentage of Official Journal issues produced without delay in 23 or 24 language versions	100 %	100 %
KPI 2 – Coverage (percentage of completeness of the archive regarding the entire collection of the Official Journal of the European Union and all other mandatory publications)	99.9 %	99.8 %
KPI 3 – Number of visits to EUR-Lex website	74 million	56.2 million

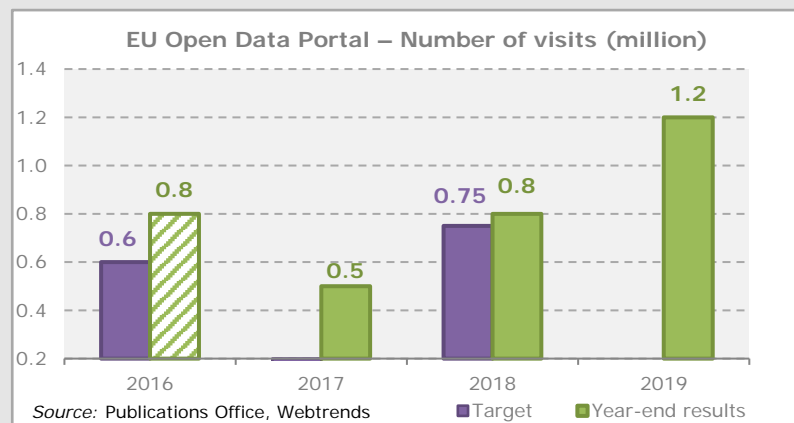


KPI 4 – Number of visits to OP Portal (including EU Publications)	5 million	7.6 million
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The scope of the OP Portal statistics increased in 2018 with the integration of the subsites.

KPI 5 – Number of visits to the EU Open Data Portal	1 million	1.2 million
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A different technology for collecting statistics was implemented. Results as from 2017 are not comparable with the previous years.

c) Key conclusions on Financial management and internal control (executive summary of section 2.1)

In accordance with the governance arrangements of the European Commission and of its interinstitutional Management Committee, the Office conducts its operations in compliance with the applicable laws and regulations, working in an open and transparent manner and meeting the expected high level of professional and ethical standards.

To ensure the achievement of policy and management objectives, the Commission has adopted a set of internal control principles, based on international good practice. The financial regulation requires that the organisational structure and the internal control systems used to implement the budget be set up in accordance with these principles. The Office has assessed its internal control systems during the reporting year and has concluded that it is effective and the components and the principles are present and function well overall, but some improvements are needed as deficiencies were identified related to the IT governance practices for monitoring programmes and projects. Please refer to AAR section 2.1.3 for further details.

In addition, the Office has systematically examined the available control results and indicators, including those for supervising entities to which it has entrusted budget implementation tasks, as well as the observations and recommendations issued by the internal auditor and the European Court of Auditors. These elements have been assessed to determine their impact on management's assurance about the achievement of the control objectives. Please refer to section 2.1 for further details.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director-General, in his capacity as Authorising Officer by Delegation, has signed the Declaration of Assurance.

d) Provision of information to the Commissioner

In the context of the regular meetings during the year between the Office and the Cabinet of the relevant Commissioner on management matters, the main elements of this report and assurance declaration will be brought to the attention of Commissioner Hahn, responsible for relations with the Office.

1. KEY RESULTS AND PROGRESS TOWARDS THE ACHIEVEMENT OF GENERAL AND SPECIFIC OBJECTIVES OF THE PUBLICATIONS OFFICE

The Publications Office contributes to the following Commission general objective:

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents

However, in accordance with its interinstitutional mandate, the Office's activities go beyond the Commission framework. Within its area of expertise, the Office is a support service for all EU institutions and consequently did not include in its strategic plan the Commission corporate impact indicators associated to general objective 11.

The Annual Activity Report 2019 reports with reference to the objectives and related indicators established in the Strategic Plan 2016-2020 together with the annual outputs set up in the Management Plan 2019. It also reports on the interinstitutional Strategic objectives 2017-2025, unanimously approved by the Office's Management Committee on 30 June 2017.

SPECIFIC OBJECTIVE 11.1: AUTOMATED WORKFLOWS FOR MORE DYNAMIC WAYS OF PRODUCING AND PUBLISHING LEGAL CONTENT ARE OPTIMISED AND IMPLEMENTED

Official Journal of the European Union

Strategic objective 5 – The Official Journal act by act

One of the main activities was the discussion with the EU institutions about the changes introduced by an act-by-act production process for the Official Journal.

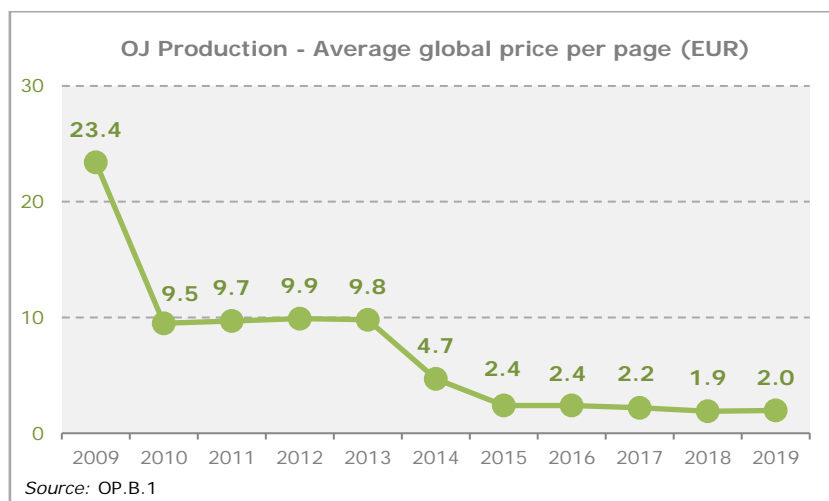
An impact analysis and the specifications for a new information system for the act-by-act production process were completed. However, the Office decided to integrate the production of the Official Journal into a unified platform for legal and general publications; a decision on a specific implementation model for this will be taken in 2020.

A new information system (e-Seal) was developed to introduce the possibility to authenticate the Official Journal with an electronic seal⁽³⁾. The system has been operational since November and the electronic seal will be activated in 2020.

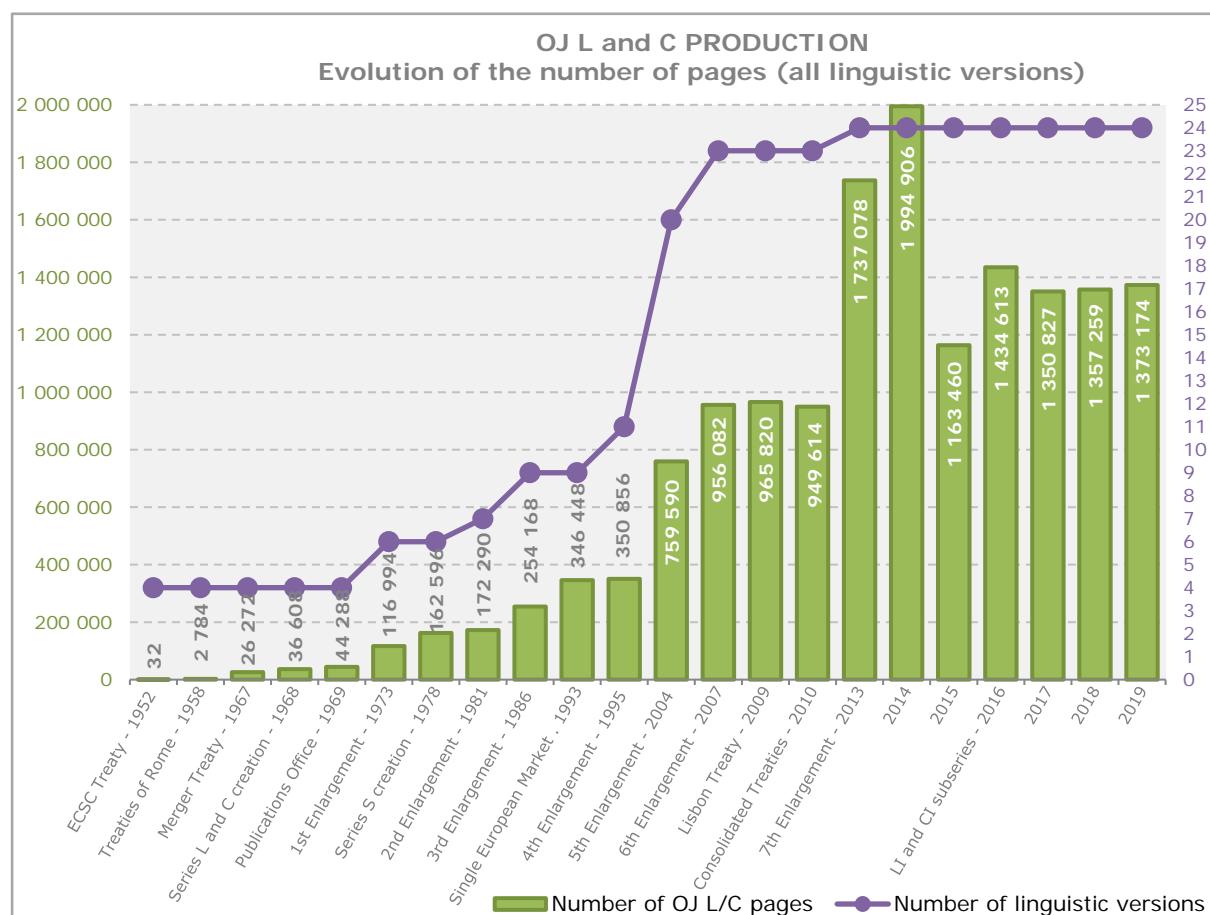
Official Journal: number of pages per series

Series	2015	2016	2017	2018	2019
OJ L (Legislation)	709 289	779 470	726 753	717 899	891 329
OJ C (Information and Notices)	454 171	655 143	624 074	639 360	481 845
Other budgetary documents	82 715	86 285	84 894	120 934	87 742
Total	1 246 175	1 520 898	1 435 811	1 478 193	1 460 916

⁽³⁾ Council Regulation (EU) 2018/2056 of 6 December 2018 amending Regulation (EU) No 216/2013 on the electronic publication of the *Official Journal of the European Union* (OJ L 329, 27.12.2018, p. 1).



The number of pages published for the Official Journal L (legislation) series increased considerably, by 24.2 % to 891 329 from 717 899 the previous year. The number of pages published in the Official Journal C (resolutions, recommendations, opinions, information, preparatory acts, notices, etc.) series decreased by 24.6 % to 481 845 from 639 360. The overall number of pages published remained at a comparable level, showing only a slight increase of 1.2 % to 1 373 174.



Case-law of the European Court of Justice

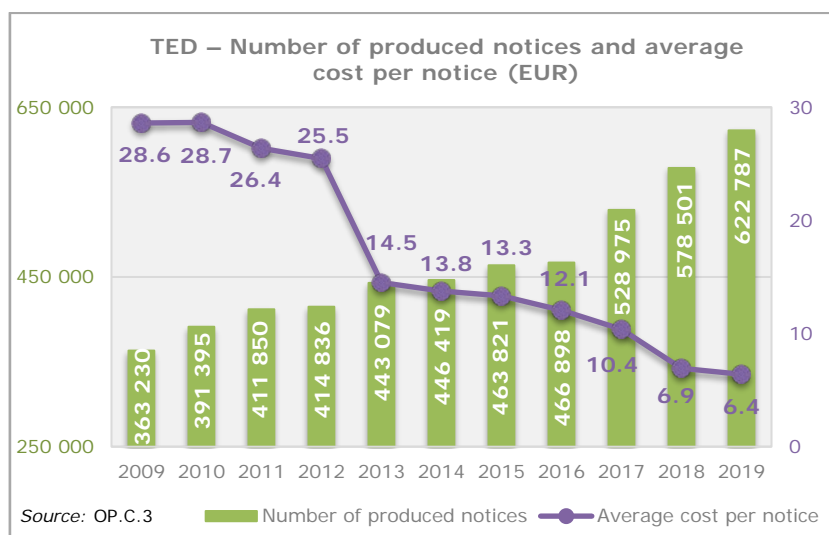
Case-law was solely produced on a document-by-document basis according to the judicial calendar of the Court of Justice. More than 52 000 documents (- 4.1 % compared to 2018), corresponding to over 411 000 pages (+ 2.1 % compared to 2018), were published.

Case-law: number of documents and pages produced

	Number of documents		Number of pages	
	2018	2019	2018	2019
Court of Justice	33 702	27 738	292 039	272 806
General Court	20 810	24 592	110 540	138 323
Civil Service Tribunal	49	—	124	—
Total	54 561	52 330	402 703	411 129

Supplement to the Official Journal

A record 622 787 public procurement notices were published in the *Supplement to the Official Journal* (Official Journal S), an increase of 7.7 % compared to 2018. Notices received in structured electronic format accounted for 99.6 % of the total.



In close cooperation with the Commission's DG Internal Market, Industry, Entrepreneurship and SMEs, the Office established a data model for procurement information as the basis for new electronic notification forms. This new generation of standard forms (eForms) was adopted by Implementing Regulation (EU) 2019/1780 ⁽⁴⁾.

Due to the new legislative framework, major updates and developments in the reception, processing and dissemination systems are needed, in order to provide for full exploitation of data input and the implementation of the new public procurement data model. As a first step, the Office defined the necessary schemas for data exchange. The schemas are based on the Universal Business Language (UBL) standard and aligned with the eProcurement Ontology.

⁽⁴⁾ Commission Implementing Regulation (EU) 2019/1780 of 23 September 2019 establishing standard forms for the publication of notices in the field of public procurement and repealing Implementing Regulation (EU) 2015/1986 (eForms) (OJ L 272, 25.10.2019, p. 7).

SPECIFIC OBJECTIVE 11.2: COLLABORATIVE PRODUCTION SERVICES, OPTIMISED FOR MULTICHANNEL DISSEMINATION, ARE PROVIDED TO ALL EU INSTITUTIONS, AGENCIES AND BODIES

General publications

Strategic objective 2 – Rationalisation of the production of publications

The rationalisation of the production of publications was addressed through two main projects.

The first concerns the development of a new unified production platform for general and legal publications, supporting the whole process from reception of requests to the delivery of final products that are ready for dissemination. The functional analyses completed for both general and legal publications will be supplemented by an analysis of synergies via simplification of these historically separate production workflows.

The second project covers all activities aimed at producing more structured, reusable and accessible publications. A generic template for the creation of well-structured manuscripts is being tested, and it is expected to be deployed in the Commission within Eurolook in early 2020. It will be available to all EU institutions as a stand-alone version.

A set of videos and e-learning modules on accessibility aimed at decision-makers and author services was developed. A dedicated web page will be set up in the first half of 2020 containing all accessibility-related material: guidelines, handouts, videos and e-learning modules.

The Office worked on the implementation of the pilot project 'Reading disability and document access, a possible approach', aimed at improving the accessibility of the Commission's and the EU institutions' publications/documents and websites for people with reading disabilities. The first phase, completed in 2019, included a detailed study assessing the current tools and technologies available, identifying the documents and websites to be made available with the utmost priority and laying out a roadmap for a 'reading disorder friendly' environment for the EU institutions. Several recommendations from the study were implemented.

The overall number of projects from author services for general publications decreased compared to the previous year (- 10 %). Thus, 27.9 % fewer titles were produced. The decrease in projects can be attributed to the end of term for the European Parliament and the Commission; furthermore, the decrease in the number of titles reflects a decrease in the number of language versions produced per project. The demand for urgent production grew, notably from the Commission Spokesperson's Service, which had to produce politically sensitive content within a very short space of time, such as materials for the Sibiu Summit or factsheets on the European Green Deal.



Strategic objective 6 – Reference centre for the production of publications

As domain leader in the field of publications, the Office fine-tuned its methodology and estimates and presented its vision on four interlinked fields of action: 1. Collaborative planning and better governance for publications; 2. Editorial advice and performance measurement; 3. Translation request management; and 4. Centralised production of publications. A revised presentation to the Commission's Corporate Management Board is planned in spring 2020.

For collaborative planning, data requirements are being tested with four pilot directorates-general based on a simple platform, and a governance schema was designed and agreed with the Commission's central services. Performance measurement methods (comprehensive analysis of data on physical distribution, web analytics and social media coverage, and other indicators when applicable) were designed and tested. A pilot project was conducted with DG Translation with a view to centralising the management of translation requests on behalf of author services. A comprehensive training programme is being developed in order to foster knowledge sharing and professionalise the community in respect of the various aspects of publishing. A toolbox of copyright-free visual materials and resources that can be used without charge, plus copyright and design advice, was developed and will be online in early 2020.

Publications: production, by institution (titles)

Institution/agency	2018	2019	Change 2019/2018 (%)
European Parliament	661	325	- 50.8 %
Council	247	356	44.1 %
Commission	9 322	5 955	- 36.1 %
Court of Justice	214	212	- 0.9 %
Court of Auditors	947	1 191	25.8 %
European Economic and Social Committee	8	2	- 75 %
European Committee of the Regions	5	2	- 60 %
Decentralised agencies	1 939	1 614	- 16.8 %
Other	348	209	- 39.9 %
Total	13 691	9 866	- 27.9 %

There was a continued increase in the number of publications that require a greater investment of time in project management, such as infographics and data visualisations. E-book production increased by 22 %, and the production of new types of media (audiovisual products, apps, HTML, etc.) increased by 18 %. Several digital publications were produced using new interactive technologies, including data visualisation and virtual reality.

The regular update of apps and the management of corporate app accounts remained a notable area of activity: 51 app releases involving 19 different apps and 510 updates (all language versions in all stores). The Office developed and published a first virtual reality application, and a second one is being produced.

Language editing

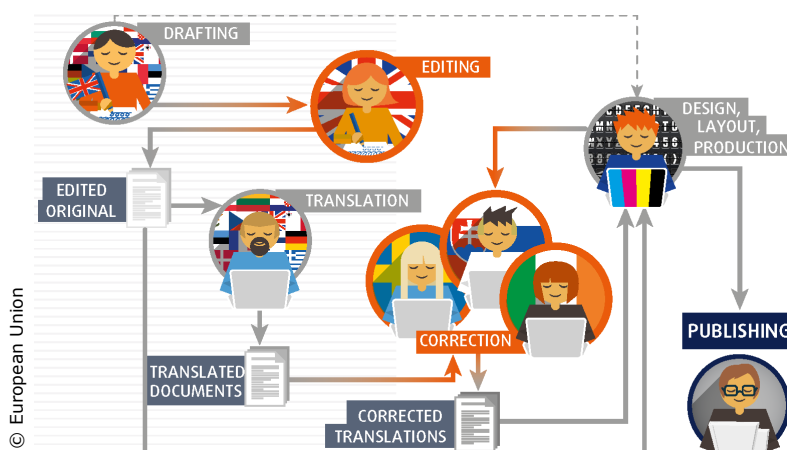
Strategic objective 3 – Refocusing quality control

In order to refocus resources on services with a higher added value, a strategy for more systematic outsourcing of repetitive tasks was developed and approved. The progressive scaling-up of outsourcing has already alleviated pressures on internal resources. In 2020, all languages will be covered by an outsourcing contract, enabling a progressive shift of resources to new services.

In the framework of the Domain Leadership Publications and in support of Strategic objective 6, several new added-value services were launched. The editorial team delivered 31 reports to 11 author services. They provided feedback on design, content, format, target audience and distribution plans with a view to enabling authors to improve the performance of their publications, while maintaining consistency with their high-level communication objectives. The availability of the service for all authors in 2020 is pending the Commission Corporate Management Board's approval on the fields of action and resource allocation for the Domain Leadership Publications.

The total number of standard pages ⁽⁵⁾ processed was 2 171 238 (2 005 113 in 2018), or an overall increase of 8.2 %. This is mainly linked to an increase in the number of pages corrected for the Official Journal (+ 19.5 %). The number of pages corrected decreased by 1.2 % for general publications and by 5.2 % for case-law. The slight decrease for general publications is due to a shift towards more visual communication; for case-law it is linked to a normal fluctuation of the workload.

However, the workload for copy-editing tasks in English, mostly processed in-house, increased from 31 % of the number of pages processed in 2018 for general publications to 41 %. This was driven mainly by work on the third volume of *The European Commission – History and memories of an institution*.



Corrected pages: Official Journal, general publications and case-law

Corrected pages	2018	2019	Change 2019/2018 (%)
Official Journal	1 038 884	1 240 968	19.5 %
General publications	361 504	357 120	- 1.2 %
Case-law	604 725	573 150	- 5.2 %
Total	2 005 113	2 171 238	8.3 %

⁽⁵⁾ A standard page is 1 500 characters without spaces.

Interinstitutional Style Guide

The Office conducted an analysis of the various style guides produced and used by the EU institutions. The report made clear that the *Interinstitutional Style Guide* functioned as a central reference work in a landscape of more specialised guides. However, the report also concluded that there were a number of discrepancies between the different guides. Therefore, it was decided to revitalise the Interinstitutional Style Guide Steering Committee, which subsequently met in October and agreed to strive for synergies and to eliminate discrepancies where possible.

Towards a new concept for the distribution policy

Strategic objective 7 – Zero surplus stock

The campaign to raise awareness on the need to reduce stocks had several elements. The Director-General wrote to the author services about this subject, and statistics were sent quarterly to all stock owners. The issue was addressed during seminars with the author services and during an open doors day, which allowed them to actually see the physical stock. The need for more accurate estimations of print runs was also addressed with the Commission's corporate services. Proposals for destocking outdated publications were sent quarterly to stock owners, resulting in a significant increase in destocking: 2.74 million copies were destocked in 2019 compared to 1.95 million copies in 2018 (+ 40.3 %).

The number of paper copies distributed reached 6.14 million, compared to 8.28 million in 2018, marking a decrease of 25.9 %. The overall long-term trend towards the distribution of fewer printed copies of publications persisted, with 82.8 % fewer copies distributed when compared to 2010 (35.7 million).

	Number of copies 2018	Number of copies 2019	Change 2019/2018 (%)
Stock on 1 January	12 349 390	12 410 472	0.5 %
In-stock entries	10 296 658	6 021 848	- 41.5 %
Distribution (via mailing lists and individual orders)	- 8 283 367	- 6 135 101	- 25.9 %
Stock reduction	- 1 952 209	- 2 739 678	40.3 %
Stock on 31 December	12 410 472	9 557 441	- 23 %

SPECIFIC OBJECTIVE 11.3: STRUCTURING OF DATA [CONTENT AND METADATA (IMFC)] IS FACILITATED THROUGH SYNERGIES IN TOOLS AND FORMATS ON THE INTERINSTITUTIONAL LEVEL

Strategic objective 1 – Secured and automated exchange of legal data

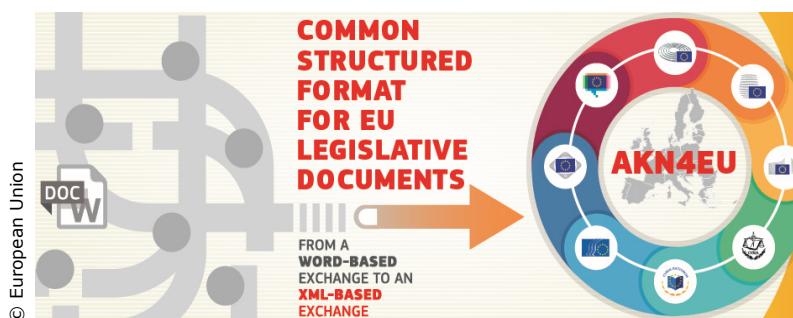
The work of the IMFC on the Common Vocabulary and on AKN4EU ⁽⁶⁾ resulted in its approval of the intermediate deliverable AKN4EU version 2.1, which was published on the EU Vocabularies website. This was immediately followed by preparations for version 3.0.

The Formex to Akoma Ntoso converter (FMX2AKN) was updated to reflect the most recent version of AKN4EU. Initial preparations started to provide FMX2AKN as a web service.

The use of the IMMC exchange protocol — for automated transfer of metadata and documents between and within the EU institutions — was extended to cover additional document types from the European Parliament and the Commission. Nearly all legal data exchanges between the EU institutions themselves, and the institutions and the Office, are conducted through the IMMC exchange protocol in a secure manner.

Interoperability of document formats

The new version of AKN4EU gathered common structural and semantic concepts to cover first examples of a European Parliament text (legislative resolution) as well as amending acts. Work on a new major version will be completed in the first quarter of 2020.



First transmissions as part of the legislative process based on AKN4EU are expected at the end of 2020.

Standardisation of metadata

Under the guidance of the IMFC, the use of the IMMC exchange protocol was extended. New versions of the protocol and the associated authority tables were published on the EU Vocabularies website. Work started on a new version consolidating numerous ones currently used by the different institutions and their stakeholders.

Management of controlled vocabularies

Two new versions of the multilingual thesaurus EuroVoc ⁽⁷⁾ were published, bringing the total number of multilingual concepts covering EU policies and activities to 7 243.

In order to reinforce interoperability and avoid duplication of efforts in the domain of controlled vocabulary maintenance and dissemination, work continued on the alignment of the controlled vocabularies of the EU institutions with EuroVoc. Key controlled vocabularies used at the Commission and other institutions were classified according to their types and features. Some 10 of them were aligned using semantic technologies.

In partnership with DG Informatics and the Secretariat-General, work started on preparing a corporate reference data management policy at the Commission. The aim is to establish a list of common vocabularies under corporate governance and to provide access and support to services of the EU institutions and public administrations in the Member States.

⁽⁶⁾ Formerly Common Exchange Model.

⁽⁷⁾ <https://op.europa.eu/en/web/eu-vocabularies/th-dataset/-/resource/dataset/eurovoc>

SPECIFIC OBJECTIVE 11.4: EU DIGITAL INFORMATION AND DATA ARE ARCHIVED, PRESERVED OVER TIME AND EXTENDED TO NEW CONTENT TYPES

Long-term preservation

To supervise the Office's activities in the field of long-term preservation, the Interinstitutional Committee on the Long-term Preservation Services of the Office was established. It is responsible for overseeing the implementation and governance of the digital preservation plan, in which the Office's long-term vision and strategy are set out. A permanent subcommittee on web preservation was also established.

Strategic objective 9 – Legal deposit scheme

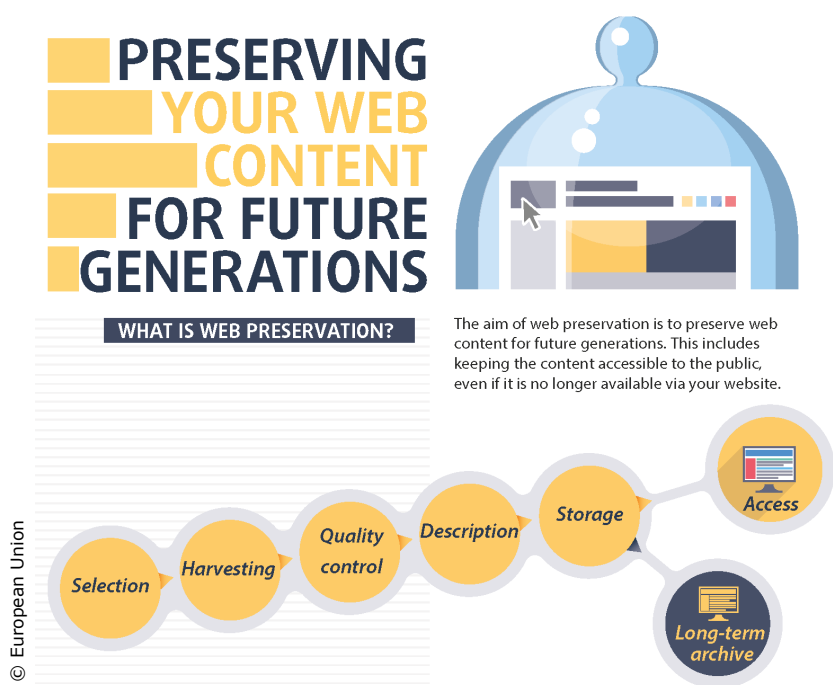
The Office prepared a draft of the EU legal deposit scheme, which is intended to establish a fully operational legal deposit for all the publications of the EU institutions. Consultations are now being held with the institutions, and a formal validation is expected in mid-2020.

The remaining collections to be migrated to the new long-term preservation repository EUDOR V3 ⁽⁸⁾ are being handled one by one in order of priority. The formal validation of the migration is ongoing.

Some 270 000 new resources, corresponding to 1 300 000 language versions, were archived. A resource comprises all linguistics versions and all available digital formats. By the end of 2019, the electronic archive contained a total of 1 068 000 resources and over 10 600 000 language versions, which is an increase of about 30 % compared to 2018.

Web preservation

The Office is responsible for the web preservation service offered to the EU institutions, which ensures long term preservation of, and continuous access to, the content of the websites owned by the EU institutions. The basic service consists of quarterly archiving of these websites. At the request of several institutions, tailor-made crawls were also carried out for websites that were to be taken offline or were going to change substantially.



⁽⁸⁾ EUDOR: European Union Document Repository, the long-term digital archive of the EU institutions managed by the Office.

SPECIFIC OBJECTIVE 11.5: EU AUTHENTIC INFORMATION IS EASILY ACCESSIBLE ONLINE AND ITS DISCOVERABILITY IS ENHANCED

EUR-Lex — access to EU law



The Office enhanced the user experience of the EUR-Lex website by introducing new features and functionalities to ensure more effective and wider access to EU law.

The key improvements include a table of contents which makes the navigation easier within legal acts and which is available on both desktop and mobile devices, and the multilingual display now available on some mobile devices. Additionally, notification that an act has been amended and a link to the consolidated version were added on the document landing page, making it easier for the user to understand the status of the act. Further improvements were made to the quick search function.

The display of interinstitutional procedures was enhanced for the European Parliament's consent and consultation procedures. As for the Commission, a new type of document (factual summary report of public consultations) and three new events, all belonging to the planning phase, were added to the display. The internal procedures of the European Economic and Social Committee were also made available on EUR-Lex.



The Office started a project with the European Central Bank on integrating the legal content of its website into EUR-Lex. This will allow the European Central Bank, on the one hand, to benefit from enhanced functionalities such as easier access, search options, retrieval and visualisation of legal acts and, on the other hand, to introduce formats and processes which make it possible to collect relevant statistics, analyse data and measure user interaction. The resulting 'European Central Bank Legal Framework' section on EUR-Lex is planned for production in June 2020. Consequently, a widget to this section will be implemented on the European Central Bank's website.

Four more Member States (Czechia, France, Malta and Poland) agreed to publish the text of their national transposition measures via EUR-Lex, bringing the number of Member States doing this to 12 ⁽⁹⁾.

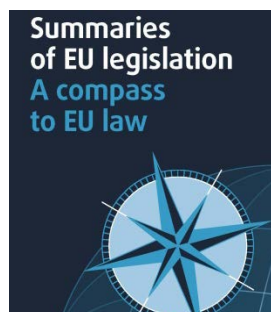
Improvements were also made to the N-Lex website ⁽¹⁰⁾, a single entry point to national legislation websites in the Member States. In particular, a new section labelled 'Translated legislation' was created to enhance access to, and discoverability of, translated legislation on national legislation websites — this section was available for six countries (Germany, Estonia, Latvia, Hungary, Slovenia and Sweden). Furthermore, the home page was slightly revamped, giving more visibility to non-EU countries and providing links to legislation databases around the world.

A proof of concept for a new website, EU Law in Force, was developed and presented to multiple stakeholders, and received positive feedback. The aim is to give users a simple and easy way that responds to their various needs and to provide easy access to specific collections of legal documents.

Consolidation

The number of legal acts in force that were consolidated (in at least one linguistic version) reached 4 805. The number of newly produced consolidated versions of legal acts was 1 802.

More than 2.8 million PDF pages of consolidated texts were produced (16 % more than in 2018). The access to the consolidated texts on EUR-Lex was improved — if an act has been amended this is now explicitly indicated and a link to the consolidated versions is provided.



Summaries of EU legislation

A total of 201 summaries of EU legislation were produced or completely redrafted and a further 163 summaries were updated taking into account the most recent legislative changes. Some 94 % of the active summaries are available in all official EU languages, and 1 687 acts which have never been published in the Irish language have their summaries in Irish. Links between archived summaries and active summaries, on the same or a closely related topic, were introduced in EUR-Lex.

TED — access to public procurement information

More than 46 million notices were viewed on the TED website ⁽¹¹⁾ and approximately 12 000 new public procurement notices were published per week in five daily editions in the 24 official EU languages.

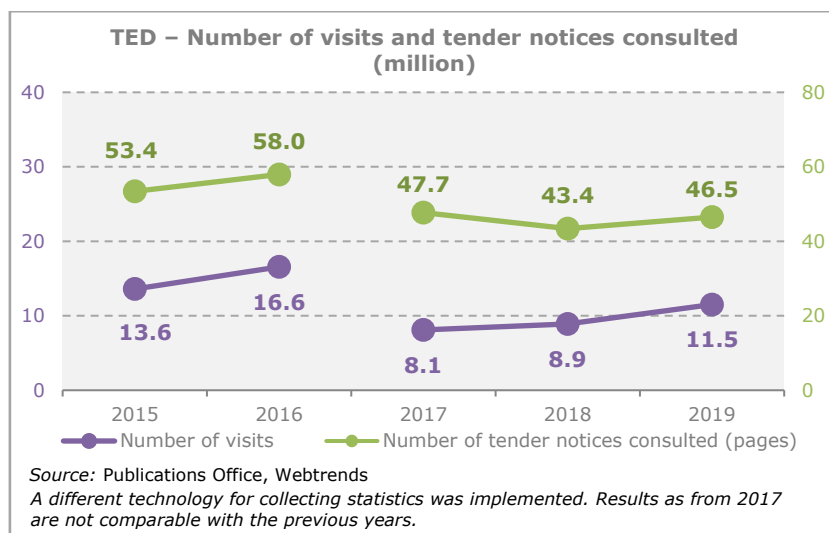
A new TED dissemination contract commenced in March 2019. This presented an opportunity to fine-tune the search criteria by allowing the query of additional fields. At the same time, the Office performed an optimisation of the mobile version of the TED website, completed a project on data visualisation on a geographical map and extended the archive scope to 10 years.



⁽⁹⁾ Czechia, Estonia, Greece, Spain, France, Cyprus, Latvia, Luxembourg, Malta, Austria, Poland and Slovenia.

⁽¹⁰⁾ http://eur-lex.europa.eu/n-lex/index_en

⁽¹¹⁾ TED: Tenders Electronic Daily (<http://ted.europa.eu/TED/main/HomePage.do>).



Strategic objective 8 – Single point of access for public procurement

The Office further enhanced the usability of the TED website, with an improved mobile version and more search options. The breadth of information was also increased, with a visual display of contracts' place of delivery on a map and reports on contracts awarded by the EU institutions.

Following the adoption of the new regulation on electronic public procurement notification forms (eForms) ⁽¹²⁾, the Office drafted the functional requirements for the new online tool (eNotices2) for preparing and publishing public procurement notices in the Official Journal S. Work also started on drafting the functional requirements for a new central validation service. The tool will facilitate the uniform validation and treatment of incoming public procurement data and will increase their quality and completeness in line with the eForms.

The eNotification part of the eProcurement Ontology was almost finalised. In parallel, 43 public procurement authority tables (code lists) were published on the EU Vocabularies site.

As part of ongoing efforts to improve the quality of data received, the Office introduced several rules in its reception applications to detect and prevent human error. Moreover, it explored the possibility of using artificial intelligence techniques to clean and normalise its existing data, and ensure better reporting and market analysis, and enhanced transparency.

eTendering platform

The Office continued working on the interface of the eTendering (eAccess) platform ⁽¹³⁾ and the Procurement Planning and Management Tool of the Joint Research Centre in order to enable automatic data transfer between the two applications, which are both part of the Commission's corporate eProcurement platform. The most notable developments relate to adapting the application to support the negotiated procedure for middle- and low-value contracts and the list of vendors in the context of calls for expressions of interest.

New services were developed in order to integrate procurement into the Funding and Tender Opportunities Portal under the SEDIA ⁽¹⁴⁾ project. Moreover, the Office provided support for negotiated and restricted procurement procedures in the eSubmission application managed by DG Informatics.

⁽¹²⁾ Commission Implementing Regulation (EU) 2019/1780 of 23 September 2019 establishing standard forms for the publication of notices in the field of public procurement and repealing Implementing Regulation.

⁽¹³⁾ <https://etendering.ted.europa.eu/general/page.html?name=home>

⁽¹⁴⁾ SEDIA: Single Electronic Data Interchange Area.

SPECIFIC OBJECTIVE 11.6: THE VARIOUS COLLECTIONS OF EU CONTENT ARE AVAILABLE THROUGH A SINGLE POINT OF ACCESS BASED ON COMMONLY AGREED STANDARDS

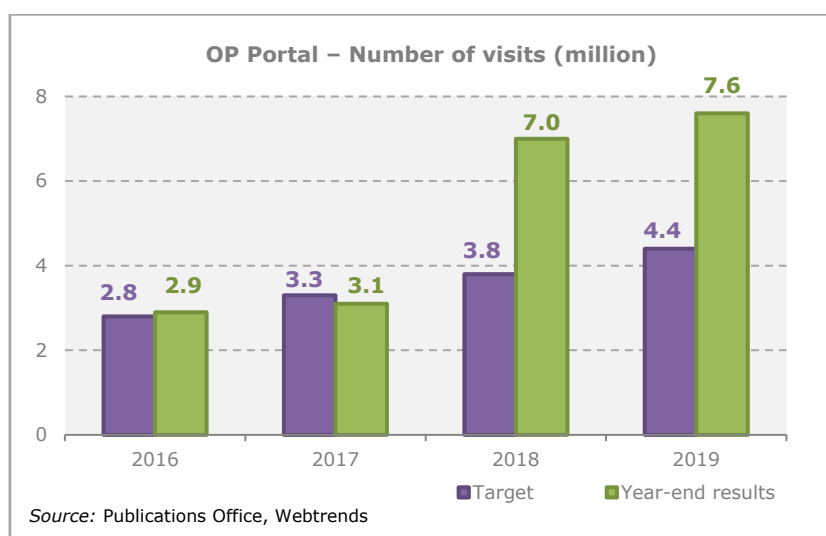
The OP Portal – access to the collections managed by the Office

The OP Portal's search relevancy was enhanced following the full integration of EU Vocabularies and EU Whoiswho content. The legacy sites of EU Whoiswho, EuroVoc, Metadata Registry and Formex were gradually phased out and decommissioned.

Strategic objective 4 – Linked EU information, increased interoperability and federated search

The EU Vocabularies ⁽¹⁵⁾ and EU Whoiswho ⁽¹⁶⁾ websites were fully integrated into the OP Portal, thus providing seamless access to reference data managed by the Office, such as the EuroVoc multilingual thesaurus, authority tables and the official directory of the European Union.

The OP Portal's operations were outsourced to a managed services provider (MSP). The transition was successfully accomplished by ensuring smooth access to all content and functionalities of the portal, which now runs on a public cloud infrastructure. The internal infrastructure was decommissioned. A comprehensive security risk assessment was carried out and preparations started for a call for tender to ensure the business continuity of managed services for the OP Portal, CORDIS and TED.



The number of publications downloaded (PDFs and e-books) on EU Publications remained stable, and total visitors increased from 2.5 million to 2.8 million. The portal's 'privileged user' facility accounted for more than 76 % of all copies ordered. The Office produced monthly and ad hoc detailed statistical reports about the publications requested online and the feedback received from users, and these were forwarded to the author services to help them in formulating and carrying out their communication activities.

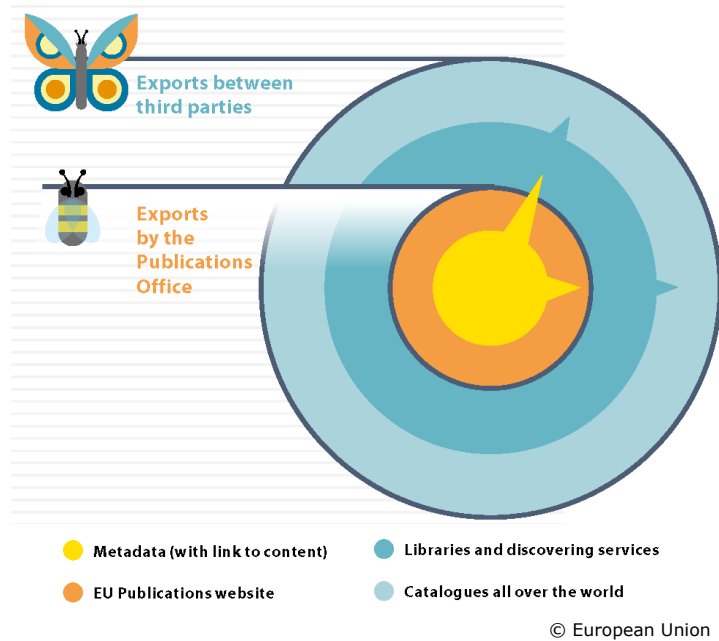
Improved discoverability of documents and publications

The Office created 25 595 records enabling their corresponding publications to be made available online. These records contained standardised descriptive metadata as well as EuroVoc indexation terms and a Digital Object Identifier (DOI) based persistent link to the publication content, contributing to the improved discoverability of the publications on the web. As well as identifying monographs (21 878) DOIs were also assigned to journal articles (595) and to digitised publications (2 101). The service to identify datasets was also initiated with a first batch of 19 DOIs assigned.

⁽¹⁵⁾ <https://op.europa.eu/en/web/eu-vocabularies/>

⁽¹⁶⁾ <https://op.europa.eu/en/web/who-is-who/>

A wider visibility of EU general publications was promoted through the dissemination of the Office's bibliographic records to external audiences, in particular through its Online Public Access Catalogue (OPac), which provides advanced search functionalities and permits the download of records into local catalogues. The Office also offered customised exports to an established list of clients, both commercial and non-commercial; 197 375 new or modified records were exported. Cooperation with content dissemination platforms enabled the Office to reach even larger audiences whilst reducing the number of individual partners.



Feedback mechanism: web analytics services

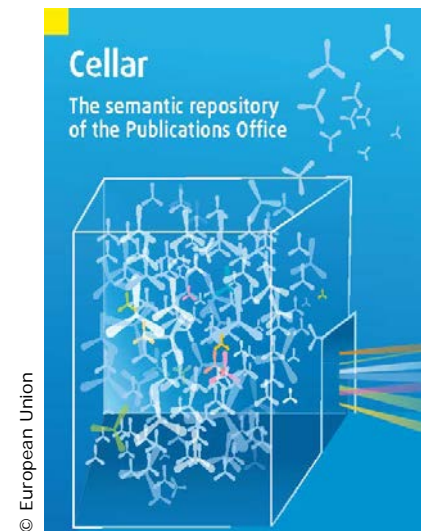
The EU Publications Analytics, which provides easy access to the main indicators related to the consultation of publications and the consultation context (visits, page views, languages used, downloads, geography, searched terms used, etc.), was presented to various EU institutions and agencies in order to gather feedback. The dashboard has been operational since June 2019 and it has gradually been made available to the EU institutions.

SPECIFIC OBJECTIVE 11.7: THE OFFICE IS THE INFORMATION HUB FOR POLICY MAKERS, MARKET ACTORS AND CIVIL SOCIETY AS REGARDS THE DISSEMINATION AND REUSE OF PUBLIC EU DATA. CONTENT-LINKING FROM VARIOUS SOURCES IS ENABLED THROUGH SYNERGIES AND INTEROPERABILITY WITH OTHER EU INSTITUTIONS, AGENCIES AND BODIES

The Cellar – a single repository for all digital content managed by the Office

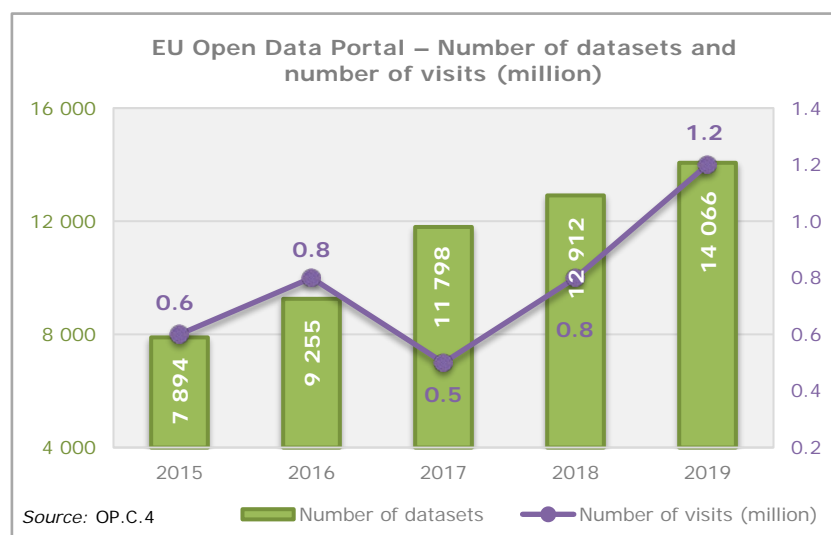
By the end of 2019, the Cellar contained more than 137 million files, an increase of 3 % compared to the end of 2018. The predominant file formats are XML (Formex), HTML and PDF. The quality of the content and metadata stored in the Cellar was constantly checked and improved where necessary.

On average there were more than 25 million requests for data from the Cellar per day, corresponding to more than 292 queries per second. The tracing of the requests was improved. About 6.4 % of all requests came directly from the web, while the remainder passed through one of the Office's public websites, in particular EUR-Lex, or were triggered by the Office's production systems. The migration of the Cellar to the cloud was successfully finalised, and since December the Cellar has been fully operational in the public cloud.



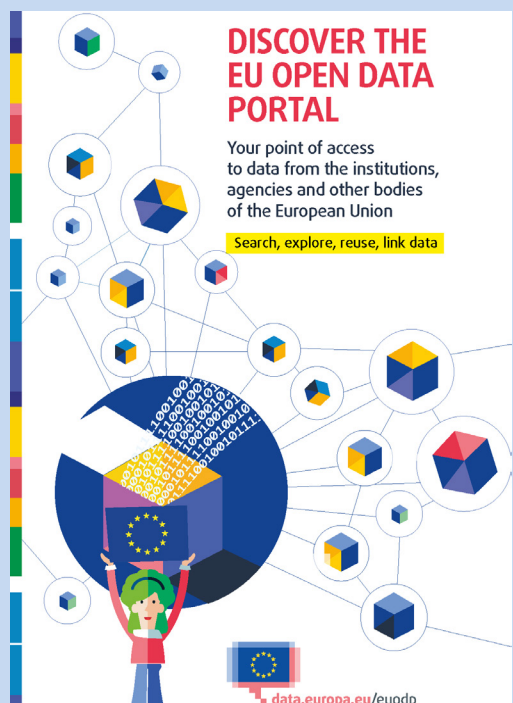
Open data portals – access to EU institutions’ and European countries’ reusable data

The publishing of datasets on the EU Open Data Portal grew with access to over 14 000 datasets stemming from 81 data providers: 33 Commission services, the European Parliament, the Council, the European Central Bank, the European Court of Auditors, the European Economic and Social Committee, the European Committee of the Regions, the European Investment Bank, the European Ombudsman, the European Data Protection Supervisor and 32 agencies and other bodies.



The European Data Portal collection of data is also steadily growing, currently publishing 975 000 datasets from 81 data catalogues from European countries. The portal improved its front end, performance and reliability, integrated real time data sources and enhanced the graphical and geospatial visualisation as well as the metadata quality tool. The yearly open data maturity report gained significant recognition in the Member States and is becoming the main reference point for open data assessment in Europe.

Strategic objective 10 – Central point of access and reuse



The Office actively supported the EU institutions in implementing their open data and reuse policies, in particular the Council⁽¹⁷⁾, the European Commission⁽¹⁸⁾ and the European Court of Auditors. The Creative Commons licence adopted in February⁽¹⁹⁾ was promoted as a main reuse instrument and it started to be applied to the content published on the EU Open Data Portal.

The Office was actively involved in implementing the Data Strategy@EC Action Plan, in particular in the data inventory exercise. It also contributed to other areas, such as data governance and policies, the data catalogue, the data platform and data advisory.

The EU Open Data Portal enriched its collection of reuse examples; it now has 110 web and mobile apps described on the 'Applications' tab.

An internal analysis sought synergies by bringing together the two data portals – the EU Open Data Portal and the European Data Portal. A common European open data platform will allow for a more comprehensive and contextualised range of data, a user-centric provision of data services to (re)users and better discoverability of EU content on the web.

In order to strengthen the reuse of public data, involve citizens in the co creation of public services and boost data-driven innovation in the European public sector, the Office organised the third EU Datathon competition on the reuse of data from the EU Open Data Portal in partnership with, among others, the Romanian Presidency of the Council, five Commission directorates-general, the European Central Bank and the European Environment Agency.

The competition challenged teams to create applications addressing specific policy or societal issues related to innovation, economics and climate change.

The event was very successful, with participants (enterprises, start-ups, developers, students, researchers, data journalists, etc.) from all over Europe, and provided invaluable insights into what can be achieved through the reuse of open data. The EU Datathon was among the finalists for the European Ombudsman Award for Good Administration.



(17) Council Decision (EU) 2017/1842 of 9 October 2017 on the open data policy of the Council and the reuse of Council documents.

(18) Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents (OJ L 330, 14.12.2011, p. 39).

(19) Commission Decision C(2019)1655 of 22 February 2019 adopting Creative Commons as an open licence under the European Commission's reuse policy.



Under the ISA² programme⁽²⁰⁾ the Office organised EU DataViz 2019⁽²¹⁾, a conference on data visualisation with international experts, professionals and solution-seekers. The event, the first of its kind in Europe, addressed the specific needs of the public sector data visualisation community, with the objective of maximising data's potential to better serve EU citizens.

Experts from outside and within public administrations shared knowledge and experience from their own projects and initiatives.

The conference triggered the setting-up of an interinstitutional data visualisation community.

CORDIS – access to research results information

The CORDIS⁽²²⁾ data repository continued to grow, through the addition of Horizon 2020 projects, reports, deliverables and publications submitted by beneficiaries to the Commission, and provided transparent access to this public information. Enhanced CORDIS datasets on the EU Open Data Portal continued to be amongst the top 10 most viewed.



In cooperation with clients in the research and innovation (R & I) family of directorates-general, executive agencies and joint undertakings, CORDIS produced or updated a record 21 *Results Packs* covering topical themes including breast cancer, digital government, the circular economy, solar power, clean energy, ocean plastics, automated driving, nano-enhanced materials, graphene and exoplanets. Ten issues of *Research*eu* magazine were distributed to over 5 100 subscribers worldwide.

To make research projects more understandable to a broader audience, CORDIS science writers began summarising the objectives of the hundreds of new projects published online every month. The editorial teams wrote over 1 300 articles highlighting the results of EU-funded research and innovation projects, aimed at professionals in the field and available in English, French, German, Italian, Polish and Spanish.

Within its data strategy, CORDIS developed and published EuroSciVoc, a new multilingual taxonomy that represents the fields of science discovered from CORDIS content and is organised through a semi-automatic process based on artificial intelligence. It contains almost 1 000 categories in six languages⁽²³⁾, which are mapped to EuroVoc terms where available. Each category is enriched with relevant keywords extracted from the textual description of CORDIS projects. EuroSciVoc allows the rich classification of over 30 years of EU-funded projects and can also serve as a reference vocabulary for the open science community.

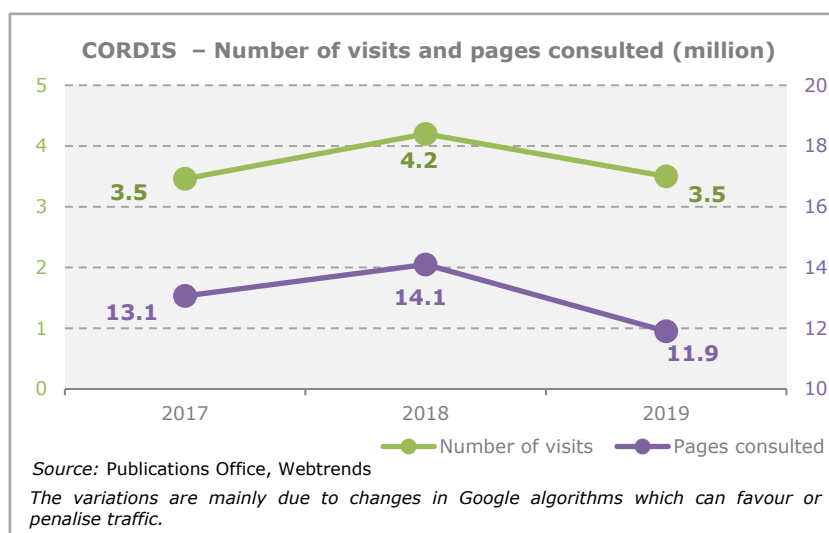
⁽²⁰⁾ https://ec.europa.eu/isa2/home_en

⁽²¹⁾ <https://op.europa.eu/en/web/eudataviz/home>

⁽²²⁾ CORDIS: the Community Research and Development Information Service at <https://cordis.europa.eu> is financed within Horizon 2020 on a budget line co-delegated by DG Research and Innovation for the 2014-2020 multiannual financial framework.

⁽²³⁾ English, French, German, Italian, Polish and Spanish.

The Office coordinated CORDIS activities with the reorganised Common Implementation Centre at DG Research and Innovation, as well as with other Commission stakeholders. Discussions started on how the Office could contribute to maximising the impact of the next Horizon Europe R & I framework programme.



Preparatory action 'Linked open data in European public administration'

The aim of the preparatory action 'Linked open data in European public administration' is to identify, assess and support the exploitation of the potential of linked open data for European public administrations, enhance the active and passive use of open data by linking it and thus facilitate the generation of new data, information and knowledge.

The EU Vocabularies were linked to DBpedia and Wikidata to kick off cooperation with the most active linked open data communities in the world to further disseminate the content of the EU institutions. Documentation about the Office's data sources was created in order to help external reusers to access the data in an automated way and to better understand the data models. The EU Open Data Portal integrated a SPARQL wizard allowing non-professional users to write powerful queries for linked open datasets. The interlinking and automated indexing of datasets were improved. The EU Open Data Portal also integrated the possibility to assign DOIs, which enables users to cite the datasets and data providers to better follow and understand where their data is used. A licence for the Qlik Sense platform now permits user-friendly data analytics and the creation and publication of interactive dashboards.

A study was conducted to assess the successful usage of linked open data services in the public sector in Europe. The EU Datathon highlighted the potential of linking data from EU institutions and Member States.

European Legislation Identifier

European Legislation Identifiers (ELIs) were assigned to EU treaties, secondary legislation, corrigenda and consolidated texts. A total of 14 legislation publishers⁽²⁴⁾ had implemented ELI in their national systems by the end of 2019. Information was updated as appropriate in the ELI registry⁽²⁵⁾ on EUR-Lex. The Office initiated a project to integrate ELI subdivisions into the daily legislation production workflow.

Two meetings were organised with the stakeholder group that governs the ELI initiative and the Office contributed to two expert group meetings hosted by the Council. Three workshops provided hands-on support to Member States interested in implementing the ELI standard in their legislation publishing systems.

⁽²⁴⁾ Austria, Belgium, Denmark, Finland, France, Ireland, Italy, Luxembourg, Norway, Portugal, Serbia, Spain, the United Kingdom and the Office.

⁽²⁵⁾ <https://eur-lex.europa.eu/eli-register/about.html>

2. ORGANISATIONAL MANAGEMENT AND INTERNAL CONTROL

This section explains *how* the Office delivered the achievements described in the previous section. This section is divided into two subsections.

The first subsection reports the control results and other relevant information that support management's assurance on the achievement of the financial management and internal control objectives ⁽²⁶⁾. It includes any additional information necessary to establish that the available evidence is reliable, complete and comprehensive. It covers all activities, programmes and management modes relevant to the Office.

The second subsection deals with the other components of organisational management: human resources, information management and external communication.

2.1 Financial management and internal control

Assurance is an objective examination of evidence for the purpose of providing an assessment of the effectiveness of risk management, control and governance processes.

This examination is carried out by management, who monitors the functioning of the internal control systems on a continuous basis, and by internal and external auditors. The results are explicitly documented and reported to the Director-General. These are:

- the reports by the authorising officers by subdelegation (including reports on the financial data and the main points concerning controls and risks, follow-up of actions on audit recommendations, and significant problems);
- the quarterly reports to the Office's Management Committee;
- the reports of the ex-post and second level ex-ante financial controls;
- specific analyses performed by the Strategy, Governance and Internal Control Unit and review of important processes and procedures and their documentation, including the reports on recorded exceptions and non-compliance events;
- the monitoring of the implementation of the Anti-Fraud Strategy;
- the contribution by the Head of Unit in charge of risk management and internal control, including the results of internal control monitoring at the Office level;
- the limited conclusion of the internal auditor on the state of control, and the observations and recommendations of the Internal Audit Service (IAS);
- observations and recommendations reported by the European Court of Auditors (ECA).

This section is for reporting the control results and other relevant elements that support management's assurance. It is structured into (a) Control results, (b) Audit observations and recommendations, (c) Effectiveness of internal control systems, and resulting in (d) Conclusions on the assurance.

2.1.1 Control results

This section is for reporting and assessing the elements identified by management which support the assurance on the achievement of the internal control objectives ⁽²⁷⁾. The Office's assurance building and materiality criteria are outlined in the AAR Annex 4. Annex 5 outlines the main risks together with the control processes to mitigate them and the indicators used to measure the performance of the relevant control systems.

⁽²⁶⁾ Article 36(2) of the Financial Regulation: a) effectiveness, efficiency and economy of operations; b) reliability of reporting; c) safeguarding of assets and information; d) prevention, detection, correction and follow-up of fraud and irregularities; and e) adequate management of risks relating to the legality and regularity of underlying transactions.

⁽²⁷⁾ 1) Effectiveness, efficiency and economy of operations; 2) reliability of reporting; 3) safeguarding of assets and information; 4) prevention, detection, correction and follow-up of fraud and irregularities; and 5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (Article 36(2) of the Financial Regulation).

Financial resources managed by the Office fall into four types:

- administrative expenditure (salaries, buildings and financing the Office’s activities such as the production of publications, access and reuse, and long-term preservation) managed through the Office’s own budget, which is annexed to that of the Commission;
- operational expenditure financed through budget lines delegated or co-delegated to the Director-General of the Office (financing TED, CORDIS and services related to the production, storage and dissemination of publications);
- internal assigned revenue under Article 21(3)(c) of the Financial Regulation (administrative or operational expenditure financing the publication of the *Official Journal of the European Union* and services related to the production, storage and dissemination of publications);
- revenue received from the sale of publications. This revenue is transferred to the EU institutions and Commission directorates-general concerned. Sales revenue has constantly decreased and has become insignificant. In 2019 it amounted to EUR 46 988.

Within the Office, a partly decentralised financial circuit is applied and a simplified payment workflow exists for low-risk items. The reorganisation of the budget cells was completed with the amalgamation of the two remaining budget cells into the newly created Budget Execution section of the Finance Unit. There were no cases in the Office to be reported upon under Article 92(3), Article 125(3), Article 130(4) and Article 193(2) of the new Financial Regulation.

Overall conclusion table

Risk-type/ Activities	Procurement (e.g. <u>minor</u> or major <u>values</u>)	<i>NEI, e.g. Revenues, Assets, OBS</i> [(in)angible or <u>financial assets & liabilities</u>]	ICO indicators available at this level? (cf. L&R, SFM, AFS, SAI, TFV)	<i>Independent info from auditors (IAS, ECA) on assurance or on new/overdue critical recommendations available?</i>	<i>Any reservation?</i>
Direct management Procurement (Publications)	€ 43 137 789.8	Internal assigned revenue = 5 544 051.61 Assets = 4 709 526.10	RER < 2 %	Y	NO
<i>Totals (coverage)</i>	€ 43 137 789.8	Assigned revenue = 5 544 051.61 Assets = 4 709 526.10	RER < 2 %	Y	NA
ICO-related indicators available at this level? (cf. L&R, SFM, AFS, SAI, TFV)	RER estimated: 0.12 % CEC = YES AFS = OK	Clean management declaration SAI = OK TFV = YES	RER estimated: 0.12 % AFS = OK SAI = OK TFV = YES	No critical issue No new critical recommendation No critical or very important recommendation overdue	NA
<i>Links to AAR Annex 3</i>	<i>Overall total = 43 137 789.8 €.</i> <i>This amount represents the total of payments on credits C1, C4, C5 and C8, including credits co- delegated from other directorates-general to the Office (as per Table 2 – payments made).</i>	<i>Assigned revenue = 5 544 051.61 (as per Table 7)</i> <i>Assets = 4 709 526.10 (as per Table 4)</i>	NA	NA	NA
Notes:					
<i>Legend for the abbreviations: NEI = non-expenditure item(s), OBS= off-balance sheet, ICO = internal control objective, L&R = legality and regularity, SFM = sound financial management, AFS = anti-fraud strategy measures, SAI = safeguarding assets and information, TFV = true and fair view, RER = residual error rate, CEC = cost-effectiveness of controls.</i>					
<i>A total of EUR 11 161 819.60 were charged back by the Office from other Commission directorates-general using type II and III co-delegations (EUR 10 898 054.28) and recovery orders (EUR 263 765.32). It should be noted that the Office does not apply any standard costing models and only charges back externally contracted costs. The Guidance on the provision of services to other EU institutions, agencies and bodies is not applicable to the Office.</i>					

1. Effectiveness = the control results and benefits

• Legality and regularity of the transactions

The Office is using internal control processes to ensure the adequate management of the risks relating to the legality and regularity of the underlying transactions it is responsible for, taking into account the multiannual character of programmes as well as the nature of the payments concerned.

In order to ensure that **procurement procedures** do not lead to incorrect attribution of contracts, the Office maintains a *Comité des achats et marchés* (CAM) to give an opinion to the Authorising Officers by Subdelegation about the attribution decision and its basis. The committee delivered **9 favourable opinions**. All contracts over EUR 500 000 were preceded by an analysis before launching the procurement procedure.

With a view to mitigating the risk of improper implementation of contracts, liquidated damages amounting to EUR 11 972 were applied by the operational services in 14 cases concerning 6 contracts.

The Financial Control section of the Strategy, Governance and Internal Control Unit carries out two types of control of specific financial transactions in order to ensure that **commitments and payments** are legal and regular, and **recovery orders** are correctly established for all services rendered: controls that are made before signature of the transaction, only on commitments and recovery orders (ex-ante), and controls on all types of completed transactions (ex-post). Both verifications are organised on a sample basis.

All sampled transactions found to have errors were **examined in detail** and recommendations were formulated. From the control exercises carried out, 5 cases were identified and controlled in depth by Financial Control, representing a total value of EUR 0.14 million, with a final financial consequence of EUR 64 886.3. To ensure that **transfers and write-offs** are regular and legal, Financial Control checks all requests for transfers and write-offs. The 3 requests for transfers and the 4 requests for write-off were **legal and regular**.

Controls carried out in the Office and the indicators cover the management of all types of financial resources, including revenue.

Financial control results are extrapolated to determine the amount at risk. This is carried out in accordance with the Commission Guidance on sampling methods for audit authorities.

The results of controls on procurement activities (compliance with requirements regarding analysis of contracts and CAM opinions), the very low residual error rate calculated based on ex-post controls performed on commitments and payments, and the overall regularity and legality of all other transactions (recovery orders, transfers and write-offs) **demonstrate the effectiveness and sufficiency** of the controls in place.

In the context of the protection of the EU budget, the Office's estimated overall risk at payment, estimated future corrections and risk at closure are consolidated at Commission level.

The Office's data is shown in Table X and its accompanying notes below.

The estimated overall risk at payment for 2019 expenditure is EUR 0.052 million. This is the Authorising Officer by Delegation's best, conservative estimation of the amount of *relevant expenditure* during the year (EUR 43.14 million) not in conformity with the contractual and regulatory provisions applicable at the time the payment was made.

Taking into account the nature of the Office's expenditure, in particular its low error rate, as well as the existing controls in place, the Office considers it is unlikely that future corrections for the 2019 payments will be made. Therefore, the estimated future corrections for 2019 expenditure are EUR 0 million.

The difference between those two amounts leads to the estimated overall risk at closure for the 2019 expenditure of **EUR 51 765**. The detected error rate is stable compared to the previous year; the decrease in the estimated overall amount at risk at payment is due to the decrease of funds managed (payments volume).

Table X – Estimated overall amount at risk at closure

Publications Office	Payments made (FY; m€)	Minus new prefinancing [plus retentions made] (in FY; m€)	Plus cleared prefinancing [minus retentions (partially) released and deductions of expenditure made by MS] (in FY; m€)	= Relevant expenditure (for the FY; m€)	Average error rate (%) (weighted AER; %)	Estimated overall amount at risk at payment (FY; m€)	Average recoveries and corrections (adjusted ARC; %)	Estimated future corrections [and deductions] (for FY; m€)	Estimated overall amount at risk at closure (m€)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
						= (5) x (6)		= (5) x (8)	= (7) - (9)
Publications	43.14 mEUR	0 mEUR	0 mEUR	43.14 mEUR	0.12 %	0.052 mEUR	0 %	0 mEUR	= 0.052 mEUR; and 0.12 % of (5)
Overall, total	43.14 mEUR	0 mEUR	0 mEUR	43.14 mEUR	0.12 %	= 0.052 mEUR; and 0.12 % of (5)	0 %	= 0 mEUR; and 0 % of (5)	= 0.052 mEUR; and 0.12 % of (5)

(2) Payments made or equivalent, e.g. expenditure registered in the Commission’s accounting system, accepted expenditure or cleared prefinancing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle. In all cases of co-delegations (Internal Rules, Article 3), ‘payments made’ are covered by the delegated DGs. For cross subdelegations (Internal Rules, Article 12), they remain with the delegating DGs. The Office uses information from AAR Annex 3, Table 2.

(5) For the purpose of equivalence with the ECA’s scope of the EC funds with potential exposure to legality and regularity errors (see the ECA’s Annual Report methodological Annex 1.1), our concept of ‘relevant expenditure’ includes the payments made, subtracts the new pre-financing paid out, and adds the previous pre-financing actually cleared during the FY. This is a separate and ‘hybrid’ concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting. The Office does not use pre-financing so 5 = 2.

(6) In order to calculate the weighted average error rate (AER) for the total relevant expenditure in the reporting year, the detected error rates have been used — or an equivalent. For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to ‘zero’ (e.g. administrative expenditure, operating subsidies to agencies), it is nevertheless recommended that 0.5 % be used as a conservative estimate. Despite this, the Office uses the error rate detected as a result of the ex-post controls performed by the Financial Control section. This is carried out in accordance with the Commission Guidance on sampling methods for audit authorities.

(8) Even though to some extent based on the 7 years historic average of recoveries and financial corrections (ARC), which is the best available indication of the corrective capacity of the ex-post control systems implemented by the DG over the past years, the AOD has adjusted this historic average (from 0.2 % to 0 %) to obtain the best but conservative estimate for the current Multiannual Financial Framework. Taking into account the nature of the Office’s expenditure, in particular its low error rate, as well as the existing controls in place, the Office considers it is unlikely that future corrections for the 2019 payments will be made. Therefore, the estimated future corrections for 2019 expenditure are EUR 0 million.

• **Fraud prevention, detection and correction**

The Office has developed and implemented its own anti-fraud strategy since 2014, on the basis of the methodology provided by the European Anti-Fraud Office (OLAF). It was last updated in 2016. Following the release in summer 2019 of the new Commission’s Anti-Fraud Strategy, the Office prepared a **new own strategy** which will be submitted to OLAF for consultation in the first part of 2020.

The Office continued to raise the Office’s staff **awareness on fraud prevention and detection**, by regular communications on the Office’s intranet and targeted reminders to heads of units. Additionally, training courses on fraud prevention and ethics have been advertised to staff.

The Strategy, Governance and Internal Control Unit monitors the anti-fraud strategy through the follow-up of the action plan linked to it, including the performance indicators defined in the Management Plan.

The controls aimed at preventing and detecting fraud are essentially similar to those intended to ensure the legality and regularity of transactions.

To implement the Anti-Fraud Strategy, several **analyses were performed**, such as the analysis of the register of exceptions and the concentration of contracts, the follow-up of the CAM opinions, the analysis of contracts before renewal, and the follow-up of approvals by the Governance Committee. In order to follow up the only recommendation addressed by OLAF to the Office, internal analysis of the file, contradictory procedure and consultation with the Commission’s Legal Service were undertaken in 2019.

In order to identify risk of fraud the Office screens the register of exceptions and the transactions where errors have a financial impact (as identified by Financial Control). These transactions were subject to a more in-depth analysis and **no indication of risk of fraud was found**.

During the reporting year, 3 entries in the register of exceptions concerning taking over of costs by the Office and 4 concerning contractual overrides, categorised as fraud prevention indicators, were identified. This represented 0.15 % of the total number and 0.22 % of the total value of the Office's transactions during the period analysed. This is lower than both the materiality limit and the target. The analysis of these cases **did not lead to any suspicion of fraud**.

The conclusion is that the anti-fraud strategy of the Office is comprehensive and reliable. Its periodical review was carried out in 2019 and a new strategy will be issued in 2020.

- **Other control objectives: safeguarding of assets and information**

The main assets of the Office are:

- information and data stored electronically. Since 1 January 2018, all physical IT assets together with resources and operational responsibility were transferred to DG Informatics, however the system and data owners remain at the Office. Access to applications is protected either by EU Login or legacy user IDs and passwords authentication. DG Informatics ensures daily backups, a secondary site for high availability, data replication, safeguarding and business continuity;
- in stocks of publications. These are stored and managed in a secure location by an external contractor who maintains a perpetual inventory.

Unused material, equipment and archives are **stored in secure locations**. A procedure for missing assets is in force to handle discrepancies. All write-offs of assets have to be endorsed by a committee consisting of delegates of the Directorates-General in Luxembourg which manage assets, and a president independent from asset management. There were **no cases of security breach** and all **write-off requests** to the write-off committee were **authorised**.

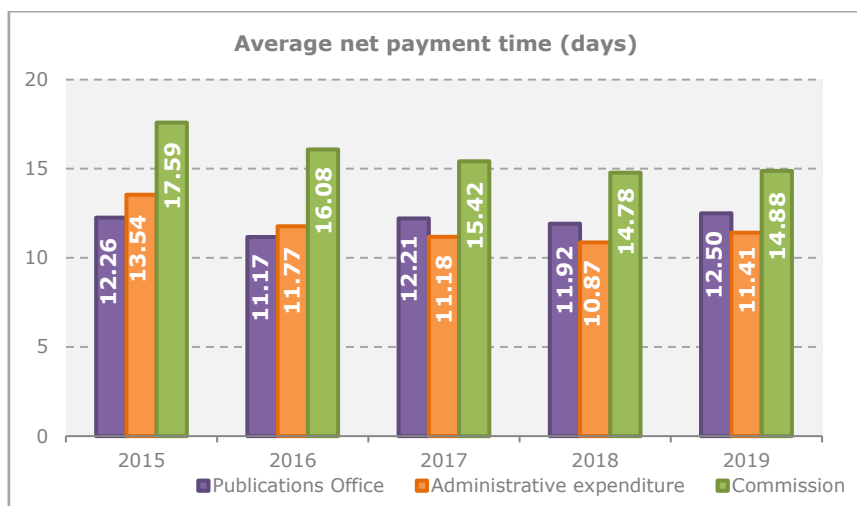
For legislative documents to be published in the Official Journal, the Office uses the **secure transfer** (eTrustEX/eDelivery) from the Commission, the Council, the European Economic and Social Committee, and the European Committee of Regions. With the European Court of Auditors and the European Central Bank, the Office receives data via the IMMCbuilder, which is also secured by EU Login and https protocol.

Following IAS recommendations, the reporting on testing operations on business continuity was implemented.

Based on the control of write-off files and inventory procedures, and the assessment of risks and of compliance with internal control principles, it can be concluded that **assets and information managed by the Office are properly protected**.

2. Efficiency = the time-to-pay

In 2019 the Office made 3 248 payments out of which **99.85 %** were within time limit. The average net payment time was 12.5 days. Results show that the controls in place ensured the **timely execution of payments** and therefore are **effective and efficient**. The amalgamation of the remaining two budget cells into the newly created Budget Execution section of the Finance Unit will allow for a **more efficient use of resources** dedicated to the management of financial transactions.



3. Economy = the cost of controls

Every year, in cooperation with all units, the Strategy, Governance and Internal Control Unit estimates the costs of controls in place by reviewing the number of Full Time Equivalent (FTE) staff members and their activity-ratio dedicated to control tasks, and by monitoring the total number of transactions carried out by types. For 2019, the corporate methodology for the estimation, assessment and reporting on the cost-effectiveness of controls was applied and the costs of controls were separated by the applicable control system in ex-ante and ex-post controls. The detailed breakdown of costs of controls is presented in Annex 10.

Overall controls

Overall controls (including control of procurement, control of financial circuits, financial control, control related to budget and accounting, coordination and internal control, control related to IT security) cost EUR 3.4 million. The ratios of the estimated cost of controls per relevant control systems are between 2 % and 5 %, within the same range of last year. The ratio of the overall estimated cost of control at Commission level calculated against the total value of transactions in the scope of control is 4.19 %. In 2018, the costs of controls were EUR 3.36 million.

Given that no changes were performed in 2019 in the control strategy, and there is only a slight increase of costs of controls, the Office concludes that the **controls are cost-effective**.

4. Conclusion on the cost-effectiveness of controls

Based on the most relevant key indicators and control results, the Office has assessed the effectiveness, efficiency and economy of its control system and reached **a positive conclusion on the cost-effectiveness** of the controls for which it is responsible.

In non-financial terms, the benefits of control include better value for money, deterrent and preventive effects, efficiency gains, system improvements and compliance with regulatory provisions.

To reach a conclusion on the relative efficiency of controls, it is necessary to analyse the evolution of these efficiency indicators over time and/or compare them to relevant benchmarks. Comparison of financial control results and the proportion of exceptions to materiality criteria, as well as of the time to pay to legal requirements, indicates that **controls are effective**.

Taking into account the historical error rate shortly after having started the second level ex-ante and the ex-post controls, which was between 5 and 7 %, it can be assumed that the costs of controls are lower than the benefits derived from avoiding errors. The changes between the years in percentages and costs per transaction originate from the difference in the number and value of transactions.

The procurement, commitment and payment procedures are, to a large extent, a regulatory requirement which cannot be curtailed. Therefore, the Office considers that the **necessity of these controls is undeniable** and, as shown by the risks outlined in

Annex 5, a significant proportion of the appropriations would be at risk should they not be in place. Controls are carried out on a sample basis, applying a stratified methodology since the beginning of 2017. Furthermore, second level ex-ante controls are focused on the most relevant period. However, when the result of these controls is not satisfactory, ex-ante controls are extended to cover other periods.

The Office reviews its control strategy on a regular basis depending on identified needs and risks. Financial Control section continued to apply the sampling process and the extrapolation method to determine the estimated amount at risk as reviewed and aligned with the Commission Guidance on sampling methods for audit authorities. The reorganisation in 2019 of the budget cells in one section will allow for a **more efficient use of resources** dedicated to the management of financial transactions.

The Office is reviewing its processes to update the risk assessment and to identify further efficiencies including in terms of control.

2.1.2 Audit observations and recommendations

This section sets out the observations, opinions and conclusions reported by auditors – including the limited conclusion of the internal auditor on the state of internal control. Summaries of the management measures taken in response to the audit recommendations are also included, together with an assessment of the likely material impact of the findings on the achievement of the internal control objectives, and therefore on management’s assurance.

The Office is audited by both internal and external independent auditors: the Commission’s IAS and the ECA.

Recommendations following audits carried out by the IAS

During the period of reference, the IAS produced the final report on the **multi-DG audit on intellectual property rights** supporting activities in the Commission which took place in 2018. The audit focused on the effectiveness and the efficiency of the controls put in place to prevent and detect infringement of intellectual property rights of third parties by publications of the Commission. One important recommendation, concerning the intellectual property rights management for EU publications, was formulated for the Office. Based on the action plan accepted by the IAS, the Office provided information on **the corrective measures taken** within the target deadline **in view of review** by the IAS.

An **audit on IT governance and project management**, started by the IAS in December 2018, was finalised. One very important recommendation concerning the IT governance practices for monitoring programmes and two important recommendations, one on IT security in the project lifecycle and one on project management practices, were formulated. The action plan submitted was accepted by the IAS and the work on all three recommendations started in 2019 and is progressing as planned. Several action points related to these recommendations **have already been implemented**.

The **last open recommendation** of the 2016 IAS **audit on business continuity was implemented**.

Limited conclusion of the internal auditor on the state of the internal control

Based on all work undertaken by the IAS in the period 2017-2019 and taking into account that: (a) management has accepted all the recommendations issued in 2017-2019; (b) management has adopted action plans to implement all the accepted recommendations. The IAS considers that these action plans are adequate to address the residual risks identified by the auditors; (c) the implementation of these action plans is monitored through reports by management and follow-up audits by the IAS; and (d) management has assessed a number of action plans as implemented which have not yet been followed up by the IAS, the internal auditor concluded that the internal control systems in place for the audited processes are effective, except for the observations giving rise to the ‘very important’ recommendation. This recommendation needs to be addressed, in line with the agreed action plans.

As regards the one very important recommendation, work on its implementation started in 2019, and most of the related actions are in progress. In order to improve the project

status reporting to make it more objective and fact-based, the Office works on a proposal which will be submitted to the Office's Governance Committee for approval. An IT multiannual plan is in course of finalisation, with a first draft already discussed with the senior management. Work also started on the update of the IT governance framework. As regards the update of core business processes and supporting information systems, the Office finalised the project initiation request in 2019, and this was approved by the Governance Committee; the related 'BPM@OP' project was kicked-off in January 2020. As for the definition and documentation of the roles and responsibilities of the project support office, a proposal will be submitted for approval to the Governance Committee.

Recommendations following audits carried out by the ECA

The Office is the lead service for two recommendations arising from the **ECA's performance audit** on access to the EU institutions' public procurement ⁽²⁸⁾ as well as for two additional recommendations originating from the European Parliament's resolution on 2015 discharge. The recommendations refer to the creation of a one-stop shop for the EU institutions' procurement activities and to the establishment of a single public repository for information related to procurement contracts in order to increase transparency. The implementation of these recommendations is in progress. Regarding the single public repository, the recommendations are partially implemented.

Conclusions

There were no audit recommendations which would shed doubt on the achievement of objectives or the quality of financial management of the Office.

No critical or very important audit recommendations were significantly overdue at the end of the year. Consequently, the current state-of-play **does not lead to assurance-related concerns**.

2.1.3 Assessment of the effectiveness of the internal control systems

The Commission has adopted an Internal Control Framework based on international good practice, to ensure the achievement of its policy and management objectives. Compliance with the internal control framework is a compulsory requirement.

The Office uses the organisational structure and the internal control systems suited to achieving its policy and internal control objectives in accordance with the internal control principles and has due regard to the risks associated with the environment in which it operates.

The Office **fully implemented the new Internal Control Principles**. Individual meetings were held with the heads of units on internal control matters, and the elements of the framework were discussed. Following these meetings and after a dedicated desk-review exercise **the internal control plan was reviewed** and the **internal control monitoring criteria were defined**.

Assessment of the internal control systems

The internal control systems of the Office are assessed on a continuous basis.

Financial control results show that there are **no material risks** in financial operations and that first level operational and financial controls are satisfactory.

The analysis of the register of exceptions shows that the number of exceptions is insignificant and there is **no specific risk**.

The Evaluation section of the Strategy, Governance and Internal Control Unit carries out evaluations, assists in the evaluations and analyses of contracts carried out by other units, and monitors the completion of evaluations and analyses of contracts where the section is not involved. The evaluations and analyses contribute to the quality of preparation of renewed contracts and show that the objectives of actions evaluated were

⁽²⁸⁾ Special Report No 17/2016: *The EU institutions can do more to facilitate access to their public procurement*.

attained. Discussions with all heads of unit in the Office take place to review the effectiveness of the internal control systems.

A **specific assessment** of the internal control system was carried out for 2019 in accordance with the methodology established in the 'Implementation guide of the internal control framework of the Commission'. The presence and functioning of the components and principles of the internal control system was done based on the strengths and weaknesses identified during the year and the measurement of the monitoring criteria. The report is presented to and **validated by the Director-General**.

The internal auditor concluded that the internal control systems in place for the audited processes are effective, except for the observations giving rise to the 'very important' recommendation. The Office has already started in 2019 the work on the implementation of this very important recommendation. None of the connected residual risks has materialised, and there is no impact on the declaration of assurance.

The Office has assessed its internal control system during the reporting year and has concluded that **it is effective** and the components and principles are **present and function well overall**, but some improvements are needed as deficiencies were identified related to the IT governance practices for monitoring programmes and projects.

The improvements and/or remedial measures implemented or envisaged are detailed in the action plan following the IAS audit on IT governance and project management in the Office.

2.1.4 Conclusions on the assurance

This section reviews the assessment of the elements already reported above (in sections 2.1.1, 2.1.2 and 2.1.3), and the subconclusions already reached. It draws an overall conclusion to support the declaration of assurance and whether it should be qualified with reservations.

The information reported in section 2 stems from the results of monitoring carried out by management and auditors, and contained in the reports listed in section 2.1. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a comprehensive coverage of the budget delegated to the Director-General of the Office.

Results of controls of procurement, financial control and the analysis of exceptions support the conclusion that **resources are used for the intended purpose and operations of the Office are legal and regular**.

Analysis of the control results, ex-ante analysis of contracts and evaluation activities ensure sound financial management; the measures taken to protect information and assets also give **assurance concerning safeguarding of assets and information**.

The follow-up of audit recommendations, the assessment of the internal control systems and the implementation of the anti-fraud strategy provide **reasonable assurance** that the **control systems work as intended and fraud is prevented and detected**.

Overall conclusion

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director-General, in his capacity as Authorising Officer by Delegation, has signed the declaration of assurance.

2.1.5 Declaration of assurance

DECLARATION OF ASSURANCE

I, the undersigned,

Director-General of the Publications Office,

In my capacity as Authorising Officer by Delegation,

Declare that the information contained in this report gives a true and fair view ⁽²⁹⁾.

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 results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors 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.

Luxembourg, 31 March 2020

Rudolf STROHMEIER

⁽²⁹⁾ True and fair in this context means a reliable, complete and correct view on the state of affairs in the service.

2.2 Other organisational management dimensions

2.2.1 Human resource management

Staff engagement and well-being, and gender-balanced management

According to the **2018 Commission staff survey**, staff engagement at the Office is at 67 % (- 1.5 percentage points compared to 2016), which remains very close to the 2020 target (70 %). The Office also approaches the 50 % target set for staff well-being with a result of 43 % (+ 1 % percentage points compared to 2016). The findings were analysed, communicated and followed-up by an **action plan**.

Internal communication relied on the Office's intranet (YourOP), which is the pivotal instrument for **informing staff** about corporate and managerial matters. Important events and news items were **published daily**, with emphasis on the **2018 staff survey**. The intranet also served as a platform for staff to inform others about recent developments in their work. **257 articles** were published in the 'News' and 'People' sections of the intranet and 14 videos were produced, some in cooperation with other Commission directorates-general.

In 2019, the Office celebrated **50 years since its establishment**, and several events took place to **mark the anniversary and thank its staff**. These included an anniversary day organised in Neumünster Abbey in Luxembourg with games and quizzes on the Office's history.

In the framework of a Commission renewed approach to reach at least 40 % female managers by 2019 ⁽³⁰⁾, a sub target of 4 female appointments at middle management level was set for 2019, out of which three first female appointment to a head of unit position had been done by the end of 2018 (one in 2017 and two in 2018). The fourth appointment took place on 1 January 2019. Two senior management positions were published and will be filled in 2020.

Resource efficiency

The **management of IT projects improved** following a broad use of the PM² methodology, with the systematic use of project initiation requests and the production of status reports and end reports. Relevant training for all project managers was organised.

Following the **rationalisation process** carried out in cooperation with all operational units, the Office managed to further **reduce the number of its own contracts** from 200 at the end of 2018 to 159 at the end of 2019.

Training priorities focused on the development of technical expertise in information and communications technology relating to the production, storage, dissemination and reuse of documents and publications. This reflects the technological evolution and changing concepts in the information management and publishing domains.

Data centre consolidation and cloud migration

In accordance with the Office's cloud-first policy, whereby the cloud should gradually become the default deployment model, **the migration of three complex information systems** (Cellar, EUR-Lex and EUR-Lex Search) **was achieved**. Additionally, in partnership with DG Informatics, the Office **migrated 95 % of its information systems** to the corporate infrastructure local data centre.

⁽³⁰⁾ SEC(2017)359 of 19 July 2017.

SPECIFIC EFFORTS TO IMPROVE ECONOMY AND EFFICIENCY

SYNERGIES AND EFFICIENCIES IN THE PUBLISHING DOMAIN

As Domain Leader in the field of publications, the Office fine-tuned its methodology and estimates in collaboration with the Commission's central services. Foundations were laid for high added-value services under four interlinked action fields: 1. Collaborative planning and governance for publications, 2. Editorial advice and performance measurement, 3. Translation request management, and 4. Centralised production of publications. Their scale-up is strongly linked to the full deployment of Domain Leadership Publications and will bring a decrease in the number of publications and related resources while raising publications' quality and impact.

SIMPLIFICATION OF BUDGET MANAGEMENT

The Office pursued further the rationalisation and simplification of budget management related to direct costs of mandatory publications. By eliminating the need of monthly reporting and combining the management of different budget lines into one budget line, the Office's Finance Unit reduced 2 FTEs. This also allowed for resource savings in all EU institutions concerned.

2.2.2 Information management aspects

Data, information and knowledge management

Under the Commission's communication on 'Data, information and knowledge management at the European Commission'⁽³¹⁾, the Office promoted the better gathering, sharing and use of information and knowledge among EU staff and among other EU institutions. The Office took an **active role** in all actions of the Data Strategy@EC, aimed at transforming the Commission into a data-driven organisation, in particular in the data inventory exercise led by the Joint Research Centre, where it was responsible for thematic coordination of open data. Furthermore, the Office contributed to the Commission's Information Management Steering Board (IMSB) bi-annual work programme 2018-2019 on actions related to data publishing on the EU Open Data Portal, data landscaping and inventory, development of data visualisation capabilities, semantic interoperability, alignment of controlled vocabularies, and services based upon unique and persistent identification. A study conducted by the Office on EU citation styles recommended harmonised methods and tools for **a standardised citation of EU content across all EU institutions**. Its recommendations will be extended to the citation of digital content, with the development of an online citation tool.

In order to **rationalise resources** in the area of data and information management, the Office implemented the corporate decision to merge the open data contact points with the local data correspondents.

Data protection

The Office established a **complete inventory** of its processing operations of personal data. These were assessed against compliance with the principles and rules of Regulation (EU) 2018/1725 and the Commission's Data Protection Action Plan⁽³²⁾. Actions as included in the Data Protection Action Plan (e.g. information to staff about the new applicable rules in personal data protection) were also taken.

All legacy notifications were converted into Data Protection Management System records; several obsolete notifications were archived, while all others were **updated** before publishing them in the Commission's Register of the Data Protection Officer (DPO). All privacy statements were updated and made **compliant** with the Regulation (EU)

⁽³¹⁾ C(2016) 6626 final.

⁽³²⁾ C(2018) 7425 final.

2018/1725, so that data subjects have the latest information at their disposal in an easy-to-read format and, in most cases, in all official EU languages. In addition, several new records were established for processing operations of personal data which had not been covered so far by a notification/record. Most of these were also completed in 2019 and published in the DPO's Register. Personal data processing at the Office does not entail any restriction to data subjects' rights.

Document management

Document management was monitored through **regular reports** on non-filed documents, non-closed tasks, NomCom ⁽³³⁾ files not used for one year etc.; awareness was raised and information was shared through a dedicated network and other means of communication (e.g. guidance on the Office's intranet).

The percentage of the **files shared** with other Commission directorates-general increased significantly. The ratio of documents registered with an e-signatory increased, and the Office will continue to promote the use of the e-signatory.

2.2.3 External communication activities

Not applicable. The Office does not carry out external communication activities but ensures the promotion of EU information and publications of the EU institutions, and manages websites for their dissemination.

⁽³³⁾ NomCom: *Nomenclature commune*. It is the application for the centralised management of the Commission's documents filing plan.

ANNEXES

ANNEX 1: Statements of the Head of Unit in charge of risk management and internal control and of the Resources Director

Statement of the Head of Unit in charge of risk management and internal control

I declare that in accordance with the Commission's communication on the internal control framework ⁽³⁴⁾, I have reported my advice and recommendations on the overall state of internal control in the DG to the Director-General.

I hereby certify that the information provided in section 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Luxembourg, 31 March 2020

Luca MARTINELLI

Statement of the Resources Director, taking responsibility for the completeness and reliability of management reporting on results and on the achievements of objectives

I hereby certify that the information provided in section 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Luxembourg, 31 March 2020

Eva BEŇOVÁ

⁽³⁴⁾ C(2017)2373 of 19.04.2017.

ANNEX 2: Reporting – Human resources, information management and external communication (performance tables of section 2.2)

Human resource management

Objective (mandatory): The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions

Indicator 1 (mandatory): Percentage of female representation in middle management/First female appointments at middle management level

Source of data: Publications Office, HR BC

Baseline 2015	Target 2019	Latest known results 2019
37.5 %	57 % (4 first female appointments out of 7) <i>On 19 July 2017, the College adopted quantitative targets of first female appointments to be made per directorate-general at middle management level by 1 November 2019, as set out in document SEC(2017)359. The former indicative sub-targets of 2015, which were also at the basis of the Strategic Plan 2016-2020, were repealed. The overall target is to have at least 40 % of middle management positions occupied by women</i>	47 %/4

Indicator 2 (mandatory): Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey

Baseline 2014	Target 2019	Latest known results 2018
29.5 %	50 % <i>To recover the level of 2013 staff survey</i>	43 % 2018 staff survey

Indicator 3 (mandatory): Staff engagement index

Source of data: Commission staff survey

Baseline 2014	Target 2020	Latest known results 2018
62 %	70 % <i>To recover the level of 2013 staff survey</i>	67 % 2018 staff survey

Main outputs in 2019

Description	Indicator	Target 2019	Latest known results 2019
Optimum occupation of permanent posts	Average occupancy rate of permanent posts	97 %	95.1 %
Management of budget for training	Percentage of budget resources devoted to technical and specialised training	> 60 %	82 %
Gender balance	First female appointment to middle management positions	1	4
Action plan as follow-up on staff opinion survey 2018	Approval of action plan by Director-General	By end of second quarter 2019	Approved in October 2019
Public procurement contracts rationalisation	Number of contracts managed by the Office	Decrease by 5 %	Decrease by 20.5 %

Project management methodology	Percentage of projects managed according to PM2 methodology	80 %	70 % All new projects have PIRs. Two days of specific PM ² trainings were organised for the Project Managers in 2019. Draft guidelines on project management were elaborated. The Unit prepared an action plan following IAS audit on project management carried out in 2019
Move of the Office's data centres	Migration of the Office's IT applications either to the cloud or DG Informatics data centres	Migration of two information systems to the cloud; 100 % of the Office's applications migrated to corporate data centre	96 %

Information management aspects

Objective (mandatory): Information and knowledge in your DG is shared and reusable by other DGs; important documents are registered, filed and retrievable

Indicator 1 (mandatory): Percentage of registered documents that are not filed (ratio)

Source of data: Hermes-Ares-Nomcom (HAN) statistics

Baseline 2015	Target	Latest known results 2019
1.08 %	≤ Baseline	0.07 %

Indicator 2 (mandatory): Percentage of HAN files readable/accessible by all units in the Office

Source of data: HAN statistics

Baseline 2015	Target	Latest known results 2019
97.90 %	≥ Baseline (*)	97.7 %
	(*) It may depend on the nature of the file	

Indicator 3 (mandatory): Percentage of HAN files shared with other DGs

Source of data: HAN statistics

Baseline 2015	Target	Latest known results 2019
0.10 %	4 %	6.7 %

Main outputs in 2019

Description	Indicator	Target 2019	Latest known results 2019
Filing of documents	Percentage of registered documents that are not filed	≤ 1%	0.07 %
Sharing of information	Percentage of HAN (Hermes-Ares-NomCom) files readable/accessible by all units in the Office	99 %	97.7 %
More efficient document management	Percentage of documents to externals via e-signatory	70 %	63 %
Produce and propose reports and documents to management	Percentage of documents forwarded to the Management Committee within the time-limit	100 %	100 %

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports – Publications Office – Financial Year 2019

Table 1: Commitments

Table 2: Payments

Table 3: Commitments to be settled

Table 4: Balance sheet

Table 5: Statement of financial performance

Table 5bis: Off balance sheet

Table 6: Average payment times

Table 7: Income

Table 8: Recovery of undue payments

Table 9: Ageing balance of recovery orders

Table 10: Waivers of recovery orders

Table 11: Negotiated procedures

Table 12: Summary of procedures

Table 13: Building contracts

Table 14: Contracts declared secret

Table 15: FPA duration exceeds 4 years

Additional comments

Annex 3 is reproduced 'as is' from accounting documents supplied by European Commission's Directorate-General for Budget. The main comments are detailed below.

Table 1

In line with Commission Decision of 3 August 2018 on the Internal Rules on the implementation of the general budget of the European Union (European Commission section) for the attention of the Commission departments, in particular Article 3(5) second subparagraph, the amount of commitments made by the Office is EUR 97.52 million, and not EUR 41.10 million. Currently, Table 1 does not include EUR 57.13 million committed by the Office under a type III co-delegation with PMO, but includes EUR 0.73 million committed by other Commission directorates-general under a type III co-delegation with the Office.

Tables 8 and 9

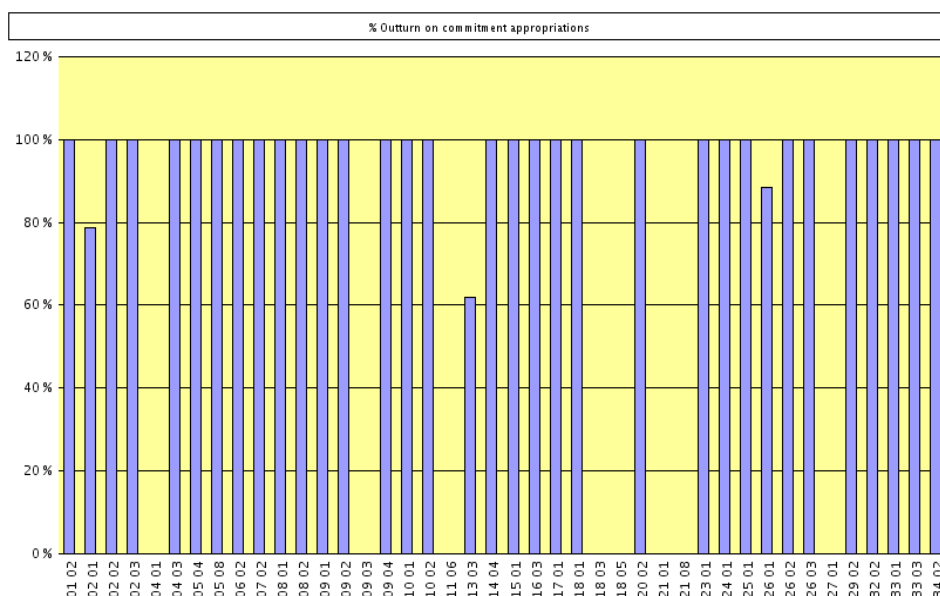
It should be noted that, in the recovery context report (Table 8), most of the recovery orders issued by the Office concern services provided in accordance with Article 21(3)(c) of the Financial Regulation, therefore they are not to be considered as errors.

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio EUR)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 01 Economic and financial affairs					
01	01 02	Economic and monetary union	0.06	0.06	100 %
Total Title 01			0.06	0.06	100 %
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	0.06	0.04	79 %
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0.004	0.004	100 %
	02 03	Internal market for goods and services	0.002	0.002	100 %
Total Title 02			0.06	0.05	81 %
Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0.02	0.00	0 %
	04 03	Employment, social affairs and inclusion	0.26	0.26	100 %
Total Title 04			0.28	0.26	95 %
Title 05 Agriculture and rural development					
05	05 04	Rural development	0.11	0.11	100 %
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	0.05	0.05	100 %
Total Title 05			0.16	0.16	100 %
Title 06 Mobility and transport					
06	06 02	European transport policy	0.02	0.02	100 %
Total Title 06			0.02	0.02	100 %
Title 07 Environment					
07	07 02	Environmental policy at Union and international level	0.22	0.22	100 %
Total Title 07			0.22	0.22	100 %
Title 08 Research and innovation					
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	0.08	0.08	100 %
	08 02	Horizon 2020 — Research	4.46	4.45	100 %
Total Title 08			4.53	4.53	100 %
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0.003	0.003	100 %
	09 02	Digital single market	0.002	0.002	100 %
	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	0.00	0.00	0 %
	09 04	Horizon 2020	0.35	0.35	100 %
Total Title 09			0.36	0.36	100 %
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	0.18	0.18	100 %
	10 02	Horizon 2020 - Direct actions of the Joint Research Centre (JRC) in support of Union policies	0.05	0.05	100 %
Total Title 10			0.24	0.24	100 %

Title 11 Maritime affairs and fisheries					
11	11 06	European Maritime and Fisheries Fund (EMFF)		0.02	
Total Title 11				0.02	
Title 13 Regional and urban policy					
13	13 03	European Regional Development Fund (ERDF) and other regional operations	0.25	0.16	62 %
Total Title 13			0.25	0.16	62 %
Title 14 Taxation and customs union					
14	14 04	Policy strategy and coordination	0.03	0.03	100 %
Total Title 14			0.03	0.03	100 %
Title 15 Education and culture					
15	15 01	Administrative expenditure of the 'Education and culture' policy area	0.18	0.18	100 %
Total Title 15			0.18	0.18	100 %
Title 16 Communication					
16	16 03	Communication actions	2.38	2.38	100 %
Total Title 16			2.38	2.38	100 %
Title 17 Health and food safety					
17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0.01	0.01	100 %
Total Title 17			0.01	0.01	100 %
Title 18 Migration and home affairs					
18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0.01	0.01	100 %
	18 03	Asylum and migration		0.00	
	18 05	Horizon 2020 - Research related to security	0.00	0.00	0 %
Total Title 18			0.01	0.01	100 %
Title 20 Trade					
20	20 02	Trade policy	0.02	0.02	100 %
Total Title 20			0.02	0.02	100 %
Title 21 International cooperation and development					
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area		0.03	
	21 08	Development and cooperation worldwide		0.00	
Total Title 21				0.03	
Title 23 Humanitarian aid and civil protection					
23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	0.002	0.002	100 %
Total Title 23			0.002	0.002	100 %
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.01	0.01	100 %
Total Title 24			0.01	0.01	100 %
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	1.00	1.00	100 %
Total Title 25			1.00	1.00	100 %
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	24.77	21.92	88 %
	26 02	Multimedia production	6.96	6.96	100 %
	26 03	Services to public administrations, businesses and citizens	1.87	1.87	100 %

Total Title 26			33.61	30.75	92 %
Title 27 Budget					
27	27 01	Administrative expenditure of the 'Budget' policy area		0.02	
Total Title 27				0.02	
Title 29 Statistics					
29	29 02	The European statistical programme	0.27	0.27	100 %
Total Title 29			0.27	0.27	100 %
Title 32 Energy					
32	32 02	Conventional and renewable energy	0.04	0.04	100 %
Total Title 32			0.04	0.04	100 %
Title 33 Justice and consumers					
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	0.07	0.07	100 %
	33 03	Justice	0.20	0.20	100 %
Total Title 33			0.27	0.27	100 %
Title 34 Climate action					
34	34 02	Climate action at Union and international level	0.01	0.01	100 %
Total Title 34			0.01	0.01	100 %
Total			44.01	41.10	93 %

Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).



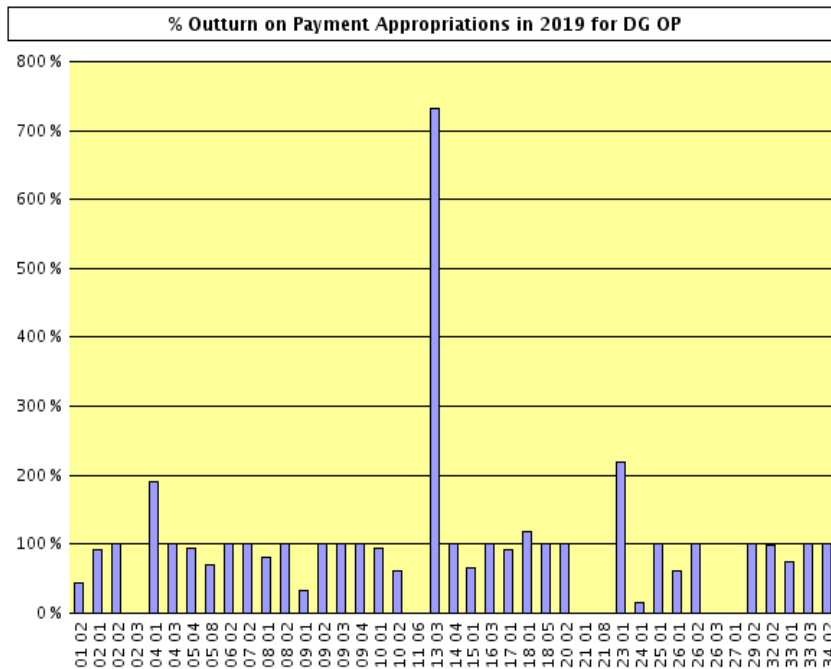
Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2019 (in Mio EUR)					
			Payment appropriations authorised	Payments made	%
			1	2	3=2/1
Title 01 Economic and financial affairs					
01	01 02	Economic and monetary union	0.05	0.02	44 %
Total Title 01			0.05	0.02	44 %
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	0.04	0.04	92 %
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0.004	0.004	100 %
	02 03	Internal market for goods and services	0.00	0.00	
Total Title 02			0.05	0.04	93 %
Title 04 Employment, social affairs and inclusion					
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0.02	0.03	190 %
	04 03	Employment, social affairs and inclusion	0.24	0.24	100 %
Total Title 04			0.26	0.27	105 %
Title 05 Agriculture and rural development					
05	05 04	Rural development	0.05	0.05	93 %
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	0.05	0.03	70 %
Total Title 05			0.10	0.08	82 %
Title 06 Mobility and transport					
06	06 02	European transport policy	0.02	0.02	100 %
Total Title 06			0.02	0.02	100 %
Title 07 Environment					
07	07 02	Environmental policy at Union and international level	0.20	0.20	100 %
Total Title 07			0.20	0.20	100 %
Title 08 Research and innovation					
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	0.08	0.06	80 %
	08 02	Horizon 2020 — Research	5.04	5.04	100 %
Total Title 08			5.12	5.10	100 %
Title 09 Communications networks, content and technology					
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0.004	0.001	32 %
	09 02	Digital single market	0.002	0.002	100 %
	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	1.31	1.31	100 %
	09 04	Horizon 2020	0.18	0.18	100 %
Total Title 09			1.49	1.49	100 %
Title 10 Direct research					
10	10 01	Administrative expenditure of the 'Direct research' policy area	0.18	0.17	95 %
	10 02	Horizon 2020 - Direct actions of the Joint Research Centre (JRC) in support of Union policies	0.01	0.003	61 %
Total Title 10			0.19	0.18	94 %

Title 11 Maritime affairs and fisheries					
11	11 06	European Maritime and Fisheries Fund (EMFF)		0.005	
Total Title 11				0.005	
Title 13 Regional and urban policy					
13	13 03	European Regional Development Fund (ERDF) and other regional operations	0.02	0.14	731 %
Total Title 13			0.02	0.14	731 %
Title 14 Taxation and customs union					
14	14 04	Policy strategy and coordination	0.03	0.03	100 %
Total Title 14			0.03	0.03	100 %
Title 15 Education and culture					
15	15 01	Administrative expenditure of the 'Education and culture' policy area	0.18	0.12	65 %
Total Title 15			0.18	0.12	65 %
Title 16 Communication					
16	16 03	Communication actions	1.62	1.62	100 %
Total Title 16			1.62	1.62	100 %
Title 17 Health and food safety					
17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0.01	0.01	92 %
Total Title 17			0.01	0.01	92 %
Title 18 Migration and home affairs					
18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0.01	0.01	117 %
	18 05	Horizon 2020 – Research related to security	0.01	0.01	100 %
Total Title 18			0.02	0.02	107 %
Title 20 Trade					
20	20 02	Trade policy	0.01	0.01	100 %
Total Title 20			0.01	0.01	100 %
Title 21 International cooperation and development					
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area		0.02	
	21 08	Development and cooperation worldwide		0.01	
Total Title 21				0.02	
Title 23 Humanitarian aid and civil protection					
23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	0.002	0.004	219 %
Total Title 23			0.002	0.004	219 %
Title 24 Fight against fraud					
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.01	0.002	16 %
Total Title 24			0.01	0.002	16 %
Title 25 Commission's policy coordination and legal advice					
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	0.73	0.72	100 %
Total Title 25			0.73	0.72	100 %

Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	40.41	24.39	60 %
	26 02	Multimedia production	7.00	7.00	100 %
	26 03	Services to public administrations, businesses and citizens	0.00	1.16	
Total Title 26			47.41	32.56	69 %
Title 27 Budget					
27	27 01	Administrative expenditure of the 'Budget' policy area		0.02	
Total Title 27				0.02	
Title 29 Statistics					
29	29 02	The European statistical programme	0.31	0.31	100 %
Total Title 29			0.31	0.31	100 %
Title 32 Energy					
32	32 02	Conventional and renewable energy	0.02	0.02	99 %
Total Title 32			0.02	0.02	99 %
Title 33 Justice and consumers					
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	0.07	0.05	75 %
	33 03	Justice	0.07	0.07	100 %
Total Title 33			0.14	0.12	87 %
Title 34 Climate action					
34	34 02	Climate action at Union and international level	0.01	0.01	100 %
Total Title 34			0.01	0.01	100 %
Total			57.98	43.14	74 %

Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).



Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 3: BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio EUR)

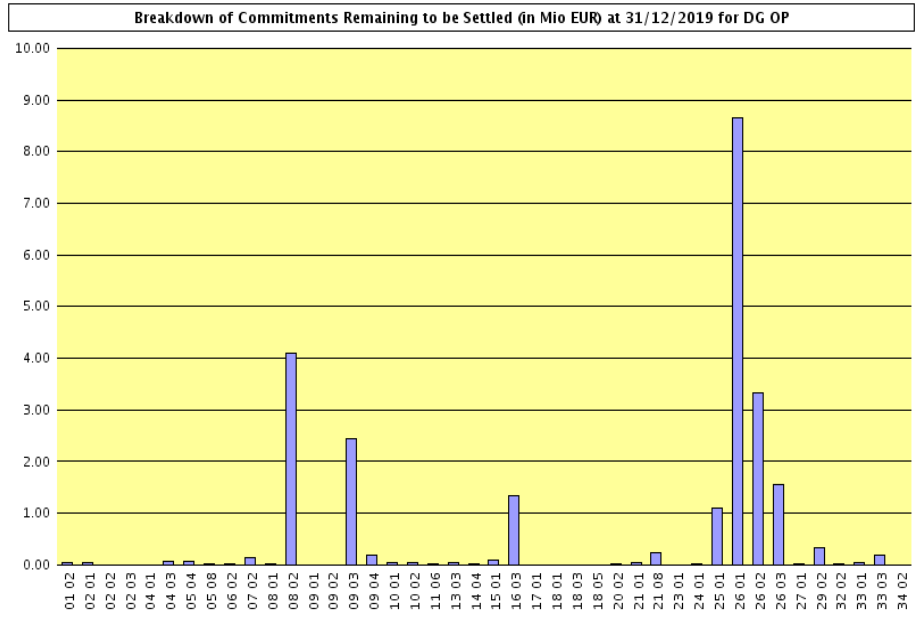
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2019	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1			
Title 01 Economic and financial affairs									
01	01 02	Economic and monetary union	0.06	0.01	0.05	78 %	0.001	0.05	0.04
Total Title 01			0.06	0.01	0.05	78 %	0.001	0.05	0.04
Title 02 Internal market, industry, entrepreneurship and SMEs									
02	02 01	Administrative expenditure of the 'Internal market, industry, entrepreneurship and SMEs' policy area	0.04	0.01	0.03	78 %	0.00	0.03	0.05
	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	0.004	0.004	0.00	0 %	0.00	0.00	0.00
	02 03	Internal market for goods and services	0.002		0.002	100 %	0.00	0.002	0.00
Total Title 02			0.05	0.01	0.04	73 %	0.00	0.04	0.05
Title 04 Employment, social affairs and inclusion									
04	04 01	Administrative expenditure of the 'Employment, social affairs and inclusion' policy area	0.00	0.00	0.00	0 %	0.00	0.00	0.03
	04 03	Employment, social affairs and inclusion	0.26	0.19	0.07	26 %	0.00	0.07	0.08
Total Title 04			0.26	0.19	0.07	26 %	0.00	0.07	0.11
Title 05 Agriculture and rural development									
05	05 04	Rural development	0.11	0.03	0.08	71 %	0.00	0.08	0.01
	05 08	Policy strategy and coordination of the 'Agriculture and rural development' policy area	0.05	0.03	0.01	30 %	0.00	0.01	0.06
Total Title 05			0.16	0.07	0.09	58 %	0.00	0.09	0.07
Title 06 Mobility and transport									
06	06 02	European transport policy	0.02	0.01	0.01	44 %	0.002	0.01	0.01
Total Title 06			0.02	0.01	0.01	44 %	0.002	0.01	0.01

Title 07 Environment									
07	07 02	Environmental policy at Union and international level	0.22	0.11	0.11	49 %	0.04	0.14	0.26
Total Title 07			0.22	0.11	0.11	49 %	0.04	0.14	0.26
Title 08 Research and innovation									
08	08 01	Administrative expenditure of the 'Research and innovation' policy area	0.08	0.05	0.03	39 %	0.00	0.03	0.07
	08 02	Horizon 2020 — Research	4.45	0.74	3.71	83 %	0.39	4.10	4.80
Total Title 08			4.53	0.79	3.74	83 %	0.39	4.13	4.87
Title 09 Communications networks, content and technology									
09	09 01	Administrative expenditure of the 'Communications networks, content and technology' policy area	0.004	0.001	0.002	69 %	0.00	0.002	0.002
	09 02	Digital single market	0.002	0.002	0.00	0 %	0.00	0.00	0.00
	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	0.00	1.31	- 1.31	0 %	3.75	2.44	0.00
	09 04	Horizon 2020	0.35	0.18	0.18	50 %	0.00	0.18	0.00
Total Title 09			0.36	1.49	- 1.14	- 319 %	3.75	2.61	0.002
Title 10 Direct research									
10	10 01	Administrative expenditure of the 'Direct research' policy area	0.18	0.14	0.04	24 %	0.00	0.04	0.04
	10 02	Horizon 2020 - Direct actions of the Joint Research Centre (JRC) in support of Union policies	0.05	0.003	0.05	94 %	0.00	0.05	0.00
Total Title 10			0.24	0.14	0.09	40 %	0.00	0.09	0.04
Title 11 Maritime affairs and fisheries									
11	11 06	European Maritime and Fisheries Fund (EMFF)	0.02	0.003	0.02	83 %	0.00	0.02	0.10
Total Title 11			0.02	0.003	0.02	83 %	0.00	0.02	0.10
Title 13 Regional and urban policy									
13	13 03	European Regional Development Fund (ERDF) and other regional operations	0.16	0.12	0.04	25 %	0.01	0.05	0.06
Total Title 13			0.16	0.12	0.04	25 %	0.01	0.05	0.06

Title 14 Taxation and customs union									
14	14 04	Policy strategy and coordination	0.03	0.02	0.01	36 %	0.00	0.01	0.02
Total Title 14			0.03	0.02	0.01	36 %	0.00	0.01	0.02
Title 15 Education and culture									
15	15 01	Administrative expenditure of the 'Education and culture' policy area	0.18	0.08	0.10	53 %	0.00	0.10	0.06
Total Title 15			0.18	0.08	0.10	53 %	0.00	0.10	0.06
Title 16 Communication									
16	16 03	Communication actions	2.38	1.08	1.30	55 %	0.02	1.33	0.63
Total Title 16			2.38	1.08	1.30	55 %	0.02	1.33	0.63
Title 17 Health and food safety									
17	17 01	Administrative expenditure of the 'Health and food safety' policy area	0.01	0.00	0.00	46 %	0.00	0.004	0.02
Total Title 17			0.01	0.00	0.00	46 %	0.00	0.004	0.02
Title 18 Migration and home affairs									
18	18 01	Administrative expenditure of the 'Migration and home affairs' policy area	0.01	0.004	0.01	56 %	0.00	0.01	0.01
	18 03	Asylum and migration	0.00		0.00	0 %	0.00	0.00	0.03
	18 05	Horizon 2020 - Research related to security	0.00	0.00	0.00	0 %	0.00	0.00	0.01
Total Title 18			0.01	0.00	0.01	56 %	0.00	0.01	0.05
Title 20 Trade									
20	20 02	Trade policy	0.02	0.002	0.02	87 %	0.00	0.02	0.03
Total Title 20			0.02	0.002	0.02	87 %	0.00	0.02	0.03
Title 21 International cooperation and development									
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	0.03	0.02	0.01	46 %	0.00	0.01	0.03
	21 08	Development and cooperation worldwide	0.00	0.00	0.00	0 %	0.23	0.23	0.24
Total Title 21			0.03	0.02	0.01	46 %	0.23	0.24	0.26
Title 23 Humanitarian aid and civil protection									
23	23 01	Administrative expenditure of the 'Humanitarian aid and civil protection' policy area	0.002	0.002	0.00	13 %	0.00	0.00	0.02
Total Title 23			0.002	0.002	0.00	13 %	0.00	0.00	0.02

Title 24 Fight against fraud									
24	24 01	Administrative expenditure of the 'Fight against fraud' policy area	0.01	0.002	0.01	84 %	0.00	0.01	0.01
Total Title 24			0.01	0.002	0.01	84 %	0.00	0.01	0.01
Title 25 Commission's policy coordination and legal advice									
25	25 01	Administrative expenditure of the 'Commission's policy coordination and legal advice' policy area	1.00	0.15	0.85	85 %	0.26	1.11	0.83
Total Title 25			1.00	0.15	0.85	85 %	0.26	1.11	0.83
Title 26 Commission's administration									
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	21.92	13.30	8.62	39 %	0.00	8.62	11.53
	26 02	Multimedia production	6.96	3.83	3.13	45 %	0.21	3.33	3.38
	26 03	Services to public administrations, businesses and citizens	1.87	0.42	1.45	77 %	0.12	1.57	0.86
Total Title 26			30.75	17.55	13.20	43 %	0.32	13.52	15.77
Title 27 Budget									
27	27 01	Administrative expenditure of the 'Budget' policy area	0.02	0.01	0.01	36 %	0.00	0.01	0.01
Total Title 27			0.02	0.01	0.01	36 %	0.00	0.01	0.01
Title 29 Statistics									
29	29 02	The European statistical programme	0.27	0.16	0.12	42 %	0.22	0.34	0.47
Total Title 29			0.27	0.16	0.12	42 %	0.22	0.34	0.47
Title 32 Energy									
32	32 02	Conventional and renewable energy	0.04	0.02	0.02	52 %	0.00	0.02	0.02
Total Title 32			0.04	0.02	0.02	52 %	0.00	0.02	0.02
Title 33 Justice and consumers									
33	33 01	Administrative expenditure of the 'Justice and consumers' policy area	0.07	0.04	0.03	42 %	0.00	0.03	0.03
	33 03	Justice	0.20	0.02	0.18	90 %	0.01	0.19	0.06
Total Title 33			0.27	0.06	0.21	77 %	0.01	0.22	0.08

Title 34 Climate action									
34	34 02	Climate action at Union and international level	0.01	0.01	0.002	15 %	0.00	0.002	0.14
Total Title 34			0.01	0.01	0.002	15 %	0.00	0.002	0.14
Total			41.10	22.13	18.98	46 %	5.26	24.23	24.04



Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 4: BALANCE SHEET

BALANCE SHEET	2019	2018
A.I. NON CURRENT ASSETS (*)	1 169 842.40	1 983 923.17
A.I.1. Intangible assets	1 169 842.40	1 822 457.92
A.I.2. Property, plant and equipment	0.00	161 465.25
A.II. CURRENT ASSETS	3 539 683.70	5 239 153.04
A.II.3. Current exchange receivables & non-exchange recoverables	114 060.68	289 238.54
A.II.4. Inventories	3 405 276.05	4 933 387.99
A.II.6. Cash and cash equivalents	20 346.97	16 526.51
ASSETS	4 709 526.10	7 223 076.21
P.I. NON CURRENT LIABILITIES	- 121 142.26	- 1 239 134.06
P.I.2. Non-current provisions	- 121 142.26	- 121 142.26
P.I.3. Non-current financial liabilities	0.00	- 1 117 991.80
P.II. CURRENT LIABILITIES	- 61 342.05	- 1 144 158.95
P.II.3. Current financial liabilities	0.00	- 990 645.01
P.II.4. Current payables	- 61 342.05	- 153 513.94
P.II.5. Current accrued charges & deferred income	0.00	0.00
LIABILITIES	- 182 484.31	- 2 383 293.01
NET ASSETS (ASSETS less LIABILITIES)	4 527 041.79	4 839 783.20
P.III.2. Accumulated surplus/deficit	228 654 255.63	181 462 929.68
Non-allocated central (surplus)/deficit*	- 233 181 297.42	- 186 302 712.88
TOTAL	0.00	0.00

(*) Since October 2018 tangible and intangible assets in the IT domain (computer software, computer hardware) have been transferred to DG Informatics.

Note: The accounting situation presented in the balance sheet and statement of financial performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5: STATEMENT OF FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL PERFORMANCE	2019	2018
II.1. REVENUES	- 5 071 793.24	- 5 609 965.15
II.1.1. Non-exchange revenues	- 863 979.22	- 80 818.54
II.1.1.6. Other non-exchange revenues	- 863 979.22	- 80 818.54
II.1.2. Exchange revenues	- 4 207 814.02	- 5 529 146.61
II.1.2.1. Financial income		- 242.33
II.1.2.2. Other exchange revenue	- 4 207 814.02	- 5 529 388.94
II.2. EXPENSES	44 905 050.08	52 801 291.10
II.2. Expenses	44 905 050.08	52 801 291.10
II.2.10. Other expenses	27 293 268.20	35 586 972.67
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	17 829 713.28	17 514 895.75
II.2.6. Staff and pension costs	- 223 198.68	- 387 776.47
II.2.8. Finance costs	5 267.28	87 199.15
STATEMENT OF FINANCIAL PERFORMANCE	39 833 256.84	47 191 325.95

Note: The accounting situation presented in the balance sheet and statement of financial performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.

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Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5bis: OFF BALANCE SHEET

OFF BALANCE	2019	2018
OB.1. Contingent assets	2 114 500.00	2 208 500.00
GR for performance	2 114 500.00	2 208 500.00
OB.1.4. CA other	0.00	0.00
OB.2. Contingent liabilities	- 141 555.48	- 141 555.48
OB.2.7. CL legal cases other	- 141 555.48	- 141 555.48
OB.3. Other significant disclosures	- 206 538.38	- 111 663.10
OB.3.5. Operating lease commitments	- 206 538.38	- 111 663.10
OB.4. Balancing accounts	- 1 766 406.14	- 1 955 281.42
OB.4. Balancing accounts	- 1 766 406.14	- 1 955 281.42
OFF BALANCE	0.00	0.00

Note: The accounting situation presented in the balance sheet and statement of financial performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate-General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate-General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates-General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 6: AVERAGE PAYMENT TIMES IN 2019

Legal times							
Maximum payment time (days)	Total number of payments	Number of payments within time limit	Percentage	Average payment times (days)	Number of late payments	Percentage	Average payment times (days)
30	3 235	3 230	99.85 %	12.42	5	0.15 %	42
60	13	13	100 %	19.54			
Total number of payments	3 248	3 243	99.85 %		5	0.15 %	
Average net payment time	12.49			12.45			42
Average gross payment time	12.79			12.74			48

Suspensions							
Average report approval suspension days	Average payment suspension days	Number of suspended payments	% of total number	Total number of payments	Amount of suspended payments	% of total amount	Total paid amount
0	19	51	1.57 %	3 248	2 495 549.05	5.79 %	43 077 392.20

DG	GL Account	Description	Amount (EUR)

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 7: SITUATION ON REVENUE AND INCOME IN 2019

Chapter	Revenue and income recognized			Revenue and income cashed from			Outstanding balance	
	Current year RO	Carried over RO	Total	Current year RO	Carried over RO	Total		
	1	2	3=1+2	4	5	6=4+5		
50	PROCEEDS FROM THE SALE OF MOVABLE AND IMMOVABLE PROPERTY	31 940.80	0.00	31 940.80	31 940.80	0.00	31 940.80	0.00
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	4 792 682.79	298 616.39	5 091 299.18	4 682 269.71	298 616.39	4 980 886.10	110 413.08
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	7 297.76	0.00	7 297.76	0.00	0.00	0.00	7 297.76
59	OTHER REVENUE ARISING FROM ADMINISTRATIVE MANAGEMENT	1 532.66		1 532.66	1 532.66		1 532.66	0.00
61	REPAYMENT OF MISCELLANEOUS EXPENDITURE	290.30	0.00	290.30	290.30	0.00	290.30	0.00
66	OTHER CONTRIBUTIONS AND REFUNDS	409 646.76	2 044.15	411 690.91	398 401.70	2 044.15	400 445.85	11 245.06
Total		5 243 391.07	300 660.54	5 544 051.61	5 114 435.17	300 660.54	5 415 095.71	128 955.90

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 8: RECOVERY OF PAYMENTS IN 2019
(Number of recovery contexts and corresponding transaction amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2019 Year of origin (commitment)	Irregularity		Total undue payments recovered		Total transactions in recovery context (including non- qualified)		% Qualified/Total RC	
	Nr	RO Amount	Nr	RO Amount	Nr	RO Amount	Nr	RO Amount
2019	2	7 297.76	2	7 297.76	3	7 588.06	66.67 %	96.17 %
No link					381	4 793 697.13		
Sub-total	2	7 297.76	2	7 297.76	384	4 801 285.19	0.52 %	0.15 %

EXPENSES BUDGET	Irregularity		OLAF notified		Total undue payments recovered		Total transactions in recovery context (including non-qualified)		% Qualified/Total RC	
	Nr	Amount	Nr	Amount	Nr	Amount	Nr	Amount	Nr	Amount
INCOME LINES IN INVOICES							14	11 972.66		
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES	8	28 467.26			8	28 467.26	165	1 718 043.82	4.85 %	1.66 %
Sub-total	8	28 467.26			8	28 467.26	179	1 730 016.48	4.47 %	1.65 %
GRAND TOTAL	10	35 765.02			10	35 765.02	563	6 531 301.67	1.78 %	0.55 %

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors. The provisional closure will be based on the recovery context situation at 31/01/2020.

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2019

	Number at 1/01/2019	Number at 31/12/2019	Evolution	Open amount (EUR) at 1/01/2019	Open amount (EUR) at 31/12/2019	Evolution
2018	17		- 100 %	300 660.54		- 100 %
2019		13			128 955.90	
	17	13	- 23.53 %	300 660.54	128 955.90	- 57.11 %

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 10: RECOVERY ORDER WAIVERS ≥ EUR 60 000 IN 2019

Waiver central key	Linked RO central key	RO accepted amount (EUR)	LE account group	Commission decision	Comments

Total OP	
-----------------	--

Number of RO waivers	
-----------------------------	--

There are no waivers below EUR 60 000.

Note: The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

TABLE 11: NEGOTIATED PROCEDURES IN 2019**Internal procedures > EUR 60 000**

Negotiated procedure legal base	Number of procedures	Amount (EUR)
Annex I – 11.1(c) FR – Extreme urgency caused by unforeseeable events not attributable to the contracting authority	1	420 000.00
Total	1	420 000.00

TABLE 12: SUMMARY OF PROCEDURES IN 2019**Internal procedures > EUR 60 000**

Procedure legal base	Number of procedures	Amount (EUR)
Competitive dialogue (Article 104(1)(e) FR)	1	9 000 000.00
Negotiated procedure middle value contract (Annex I – 14.2 FR)	25	3 548 970.40
Negotiated procedure without prior publication (Annex I – 11.1 FR)	1	420 000.00
Open procedure (Article 164(1)(a) FR)	5	13 730 000.00
Total	32	26 698 970.40

TABLE 13: BUILDING CONTRACTS IN 2019

Legal base	Contract number	Contractor name	Description	Amount (EUR)

TABLE 14: CONTRACTS DECLARED SECRET IN 2019

LC responsible organisation DG code	LC contract/grant type	LC Date	Legal base	Contract number	Contractor name	Description	Amount (EUR)

TABLE 15: FPA duration exceeds 4 years

None of your FPA (if any) exceeds 4 years

ANNEX 4: Materiality criteria

As from 2019, a '**de minimis**' **threshold** for financial reservations is introduced. Quantified AAR reservations related to residual error rates above the 2 % materiality threshold are deemed not substantial for segments representing less than 5 % of a directorate-general's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

1. Quantitative weaknesses [significant occurrence of errors in the underlying transactions (legality and regularity)]

The threshold of 2 % of authorised payments used by the Commission and the ECA as well as the quantification of the financial impact are applied.

2. Qualitative weaknesses

Even if a potential financial loss is not material under this quantitative criterion or where the financial impact cannot be quantified with reasonable assurance, the error may still be significant in the light of qualitative criteria.

Such weaknesses may be:

- significant control system weaknesses;
- insufficient audit coverage and/or inadequate information from internal control systems;
- critical issues reported by the European Court of Auditors, the IAS or OLAF;
- significant reputational events, including their assessment (identification of the impact on reputation, the breath of awareness of the event and the duration of impact on reputation).

The Office decides on materiality in particular taking into account:

- the reputational risk for the institutions;
- whether the error persists for a longer period (this period is assessed based on the nature of the error); and
- whether mitigating controls or corrective actions can be taken.

However, no significant errors of this type, no significant control system weaknesses or significant reputational events were identified in 2019.

3. Critical issues reported by the European Court of Auditors, the IAS and OLAF

No critical issues were reported.

There are no very important recommendations for which there is a significant delay in the implementation of the action plan.

The one very important and the important recommendations of the IAS, and the observations of the ECA have no impact on the declaration of assurance.

No issues were reported by OLAF in 2019.

ANNEX 5: Relevant control systems for budget implementation (RCSs)

DIRECT MANAGEMENT – PROCUREMENT

PUBLIC PROCUREMENT PROCEDURES

Main control objectives: ensure procurement procedures do not lead to incorrect attribution of contracts

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-effectiveness indicators (3 Es)
<p>Irregularities or errors in the procurement procedure may lead to incorrect attribution of contracts.</p>	<p>Each contract above an established threshold (at the moment EUR 500 000) is subject to an analysis or evaluation before launching the procurement procedure.</p> <p>The authorising officer by subdelegation decides on the attribution of contract based on the opinion of the Office's CAM.</p> <p>Composition of evaluation committees is subject to strict rules.</p>	<p>Semi-annual checks of availability of evaluations.</p> <p>Monitoring CAM opinions.</p> <p>Monitoring by the Contracts and Copyright Unit.</p>	<p>Effectiveness: Completion of Anti-Fraud Strategy action plan</p> <p>Percentage of evaluations available for launched procedures.</p> <p>Number of opinions given by the CAM.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Efficiency: Percentage of contract amount used for control of procurement procedures.</p> <p>Economy (costs): Costs are estimated by determining the full-time staff equivalent dealing with monitoring and control of procurement procedures.</p>

COMMITMENTS AND PAYMENTS

Main control objectives: ensure commitments and payments are regular and legal

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
Improper application or non-application of contract conditions may lead to unjustified payments/undue advantages.	Overrides of contract conditions and deviations from procedures are registered in the register of exceptions which is analysed semi-annually.	All exceptions registered are analysed.	<p>Effectiveness: Number and value of exceptions in relation to the total number and value of financial transactions.</p> <p>Number of penalty and other contract condition overrides in the register of exceptions.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Efficiency: Times per year the risk register is analysed.</p> <p>Economy (costs): Cost is time spent on analysing the register of exceptions.</p>
Errors in preparing and processing budgetary commitments may lead to irregularities or illegal commitments.	Operational and financial verification. Every year the financial control performs: – until April, sample based second level ex-ante controls of commitments on advance appropriations and commitments. Exemption from second level ex-ante controls is based on these results; – a sample based ex-post control of commitments not subject to second level ex-ante controls in year n – 1.	All transactions are subject to first level verification. The sample size of ex-post and second level ex-ante controls is expressed in percentage of the number and value of all transactions in the controlled period.	<p>Effectiveness: Coverage of financial control.</p> <p>Error rate.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>The Office also considers the difference between:</p> <ul style="list-style-type: none"> – amounts affected by errors as identified; and – amounts affected by errors without controls being in place (according to a hypothetical error rate). <p>Efficiency: Cost of controls in percentage of transaction value.</p> <p>Cost of control per transaction.</p> <p>Economy (costs): Cost is full-time staff equivalent spent on verification and financial control.</p>
Errors during the preparation and processing of payments may lead to irregularities or illegal payments.	Operational and financial verification (ex-ante). Financial control performs quarterly ex-post controls.		<p>Effectiveness: Coverage of financial control.</p> <p>Error rate.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>The Office also considers the difference between:</p> <ul style="list-style-type: none"> – amounts affected by errors as identified; and – amounts affected by errors without controls being in place (according to a hypothetical error rate). <p>Efficiency: Cost of controls in percentage of transaction value.</p> <p>Cost of control per transaction.</p> <p>Economy (costs): Cost is full-time staff equivalent spent on verification and financial control.</p>

REVENUES — RECOVERY ORDERS

Main control objectives: ensure that advanced and periodic recovery orders are correctly established for all services rendered

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
<p>Data in recovery orders established are not correct, final settlement contains errors or recovery orders are not established for services rendered for other DGs, institutions or bodies.</p>	<p>Operational and financial verification and monitoring by the head of the budget cell.</p> <p>Every year the financial control performs:</p> <ul style="list-style-type: none"> — until April, sample based second level ex-ante controls of recovery orders; — a sample based ex-post controls of recovery orders not subject to second level ex-ante controls in year n – 1. <p>IT systems are in place to provide data for the establishment of the settlement and to enable follow-up of recovery orders.</p> <p>Clients are continuously informed of the costs and can check the correctness.</p> <p>In case of advance recovery orders, there is a summary settlement at the end of the year.</p> <p>For periodic recovery orders, a monthly statement is sent to the clients who have two weeks to check and react.</p>	<p>All transactions are subject to first level verification.</p> <p>The sample size of ex-post and second level ex-ante controls is expressed in percentage of the number and value of all transactions in the controlled period.</p> <p>Monitoring and analysing exceptions.</p>	<p>Effectiveness:</p> <p>Coverage of financial control.</p> <p>Error rate.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Efficiency:</p> <p>Cost of controls in percentage of transaction value.</p> <p>Cost of control per transaction.</p> <p>Economy (costs): Cost is full-time staff equivalent spent on verification and financial control.</p>

OTHER TRANSACTIONS

Main control objectives: ensure transfers are regular and legal

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
The requests for transfer of appropriations may be illegal or irregular due to improper preparation or mistakes during preparation.	Financial control checks all requests for transfer (ex-ante).	100 %	<p>Effectiveness: Number of requests checked. Transfer requests in error.</p> <p>Benefits are qualitative and their main effect is of a preventive nature. Occasional corrections may be undertaken due to financial control observations.</p> <p>Efficiency:</p> <p>Cost of controls in percentage of transaction value.</p> <p>Cost of control per transaction.</p> <p>Economy (costs): Cost is full time staff equivalent devoted to controls.</p>

Main control objectives: protection of assets and information

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth	Cost-effectiveness indicators (3 Es)
A write-off request may be illegal or irregular due to improper preparation or mistakes during preparation.	<p>Financial control checks all write-off requests (ex-ante).</p> <p>A write-off committee (or its president) in Luxembourg has to approve all requests (ex-ante).</p>	100 %	<p>Effectiveness: Number of requests checked.</p> <p>Benefits are qualitative and their main effect is of a preventive nature.</p> <p>Occasional corrections may be undertaken due to financial control observations.</p> <p>Efficiency: Number of errors detected.</p> <p>Economy (costs): Cost is full-time staff equivalent devoted to controls.</p>

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

Not applicable to the Office.

ANNEX 7: EAMR of the Union Delegations

Not applicable to the Office.

ANNEX 8: Decentralised agencies

Not applicable to the Office.

ANNEX 9: Evaluations and other studies finalised or cancelled during the year

I. Evaluations finalised or cancelled in 2019								
a. Evaluations finalised in 2019			none					
b. Evaluations cancelled in 2019			none					
II. Other studies finalised or cancelled in 2019								
a. Other studies finalised in 2019								
Study project ID	Title of the study	Study reason	Study overview	Study internal ID ⁽¹⁾	Associated services	Study Cost	Note ⁽²⁾	Title of the deliverable ⁽³⁾
7284	Evaluations of the quality control activities	General study	Functioning of the quality control and lessons learned for improving the operations	O	—	—	Internal study	Summary report on the evaluation of the quality control activities
b. Other studies cancelled in 2019			None					
⁽¹⁾ L — legal obligation to evaluate, CWP — Commission Work Programme item, MFF — Linked to spending programmes under the Multiannual Financial Framework, O — other — please specify in the Comments.								
⁽²⁾ Allows to provide any comments related to the item (in particular changes compared to the planning). When relevant, the reasons for cancelling evaluations/ other studies also need to be explained in this column.								
⁽³⁾ For evaluations the references should be 1) number of its Evaluation Staff Working Document and number of the SWD's executive summary; 2) link to the supportive study of the SWD in OP Portal — EU Publications. For other studies the references should be the link to OP Portal — EU Publications or other reference where the 'other study' is published via different point.								

ANNEX 10: Specific annexes related to financial management

1. Performance tables of section 2.1

Overarching objective: **The Authorising Officer by Delegation should have reasonable assurance that resources have been used 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 including prevention, detection, correction and follow-up of fraud and irregularities**

Objective 1 (mandatory): Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Indicator 1 (mandatory): Estimated residual error rate

Source of data: Publications Office, Strategy, Governance and Internal Control Unit

Baseline 2014	Target	Latest known results 2019
< 1 %	< 2% (*)	0.12 %
	(*) The target error rate is the materiality limit	

Indicator 2 (mandatory): Estimated overall amount at risk for the year for the entire budget under the DGs responsibility

Source of data: Publications Office, Strategy, Governance and Internal Control Unit

Baseline 2014	Target	Latest known results 2019
< EUR 100 000	None	EUR 51 765

Indicator 3 (mandatory): Estimated future corrections

Source of data: Publications Office, Strategy, Governance and Internal Control Unit

Baseline	Target	Latest known results 2019
Not applicable (*)	Not applicable (*)	Not applicable (*)

(*) The Office does not implement programmes where the performance of ex-post controls of external entities would give rise to recoveries in subsequent years. Furthermore, the Office's error rate is low and thus the corrective capacity is insignificant.

Main outputs in 2019

Description	Indicator	Target 2019	Latest known results 2019
Ex-post controls	Coverage of ex-post controls in percentage of transactions value	> 15 %	29.4 %
Procurement management	Negative opinions from CAM (<i>Comité des achats et des marchés</i>)	0	0

Objective 2 (mandatory): Effective and reliable internal control system in line with sound financial management

Indicator 1 (mandatory): Conclusion reached on cost effectiveness of controls

Source of data: Publications Office, Strategy, Governance and Internal Control Unit

Baseline 2013	Target	Latest known results 2019
Yes	Yes	Yes

Indicator 2 (mandatory): Percentage of budget execution (commitments) with respect to final budgets

Source of data: Publications Office, Finance Unit

Baseline 2014	Target	Latest known results 2019
> 99%	≥ Baseline	100 %

Main outputs in 2019

Description	Indicator	Target 2019	Latest known results 2019
Cost-effectiveness of controls	Overall costs of controls in percentage of transactions value	< 6 %, i.e. maintain	4.2 %
Budget execution (commitments)	Ratio of number of award decisions/number of launched procedures	90 %	84.8 % (39/46)
Timely execution of payments	Percentage of payments made within time limits	> 99 %	99.9 %
	Time to pay	< 15 days	12.5 days

Objective 3 (mandatory): Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud

Indicator 1 (mandatory – information available in DG's AFS): Updated anti-fraud strategy of the Publications Office elaborated on the basis of the methodology provided by OLAF

Source of data: Publications Office, Strategy, Governance and Internal Control Unit

Baseline	Interim Milestone	Target	Latest known results 2019
31/01/2014	Update 31/09/2016	Update every 3 years	Strategy reviewed, final document under preparation

Main outputs in 2019

Description	Indicator	Target 2019	Latest known results 2019
Analysis of the register of exceptions	Number of penalty and other contract condition overrides in the register of exceptions	< 10	7

2. Economy = the cost of controls

Every year, in cooperation with all units, the Strategy, Governance and Internal Control Unit estimates the costs of controls in place by reviewing the number of Full Time Equivalent (FTE) staff members and their activity-ratio dedicated to control tasks, and by monitoring the total number of transactions carried out by types. For 2019, the corporate methodology for the estimation, assessment and reporting on the cost-effectiveness of controls was applied and the costs of controls were separated by the applicable control system in ex-ante and ex-post controls.

Public procurement control procedures

For public procurement, an estimated EUR 0.78 million were invested in controlling 39 procurement procedures (including negotiated procedures under EUR 60 000 and budgetary increase and amendment procedures) with a total value of EUR 27.73 million which resulted in 66 contracts or amendments signed. Thus 2.8 % of the total contract value was dedicated to control. As most of these controls are performed before the launch of the procurement procedures, the costs correspond mainly to ex-ante controls.

Control of commitments and payments

- ***Financial circuits procedures***

For the verification of commitments and payments, an estimated EUR 2.26 million were invested in controlling 4 209 financial transactions worth EUR 139.3 million, out of which EUR 43.14 million represented payments. These costs mostly refer to the effort invested in the verification of the transactions by the operational units, the budget execution section and the financial control, and mainly correspond to ex-ante controls. Thus 5.25 % of the total payment amount was dedicated to control. The increase by 25 % since 2018 is due to the higher number of FTEs dedicated to the verification of the deliverables from contractors, mainly explained by the increased externalisation of language editing services.

- ***Financial control procedures***

Regarding ex-ante controls, the sampling used is a mixture of random, monetary unit and risk-based methods. The target sampling rate is 40 % or 25 % depending on the type of transaction. Ex-ante controls are provided from the moment the anticipated credits are made available until the end of April when Financial Control, based on the ratio qualifying the quality and the regularity level, decides for each unit on the exemption until the end of year n. In addition, one ex-post control exercise takes place during year n+1 for verifying the quality and regularity of files produced by the exempted units. Regarding quarterly ex-post controls on payments, since the beginning of 2017, a stratified sampling methodology is applied with a target of 15 %. The target sampling rates were complied with in 2018.

For ex-post and second level ex-ante financial control, an estimated EUR 0.38 million were invested in controlling 755 financial transactions (commitments and payments) worth an estimated EUR 134 million. Thus 0.28 % of the total value of transactions (commitments and payments) checked by the financial control was dedicated to control. Control of each transaction or procedure checked cost an estimated EUR 503. In 2018, the values were 0.18 % and EUR 360 respectively. Out of this, the estimated costs of ex-ante controls (ex-ante level 2 on commitments) were EUR 87 951, and the estimated costs of ex-post controls (on payments and commitments) were EUR 291 496.

Recovery orders

A total of EUR 151 639 were invested in controlling recovery orders worth EUR 5.54 million.

Other financial transactions

A total of EUR 205 564 were invested in controlling transfers, write-offs and protection of assets and information, stemming mostly from controls dedicated to IT security.

Overall controls

Overall controls (including control of procurement, control of financial circuits, financial control, control related to budget and accounting, coordination and internal control, control related to IT security) cost EUR 3.40 million, which is 4.19 % of the value of transactions in the scope of the different types of controls — these include the value of procurement procedures verified, the amount of payments made, recovery orders and assets. In 2018, the costs of controls were EUR 3.36 million. The ratio calculated in 2018 represented 7.05 %, as it was calculated only against the amount of payments made. As explained above, this calculation method was changed in 2019 to better reflect the separation of controls to respond to different control objectives.

Table Y – Overview of the estimated cost of controls at Commission (EC) level

EC total costs (in EUR)	Funds managed (in EUR)*	Ratio (%) (*) Total ex-ante control cost in EUR ÷ funds managed in EUR	EC total costs (in EUR)	Total value verified and/or audited (in EUR)	Ratio (%) Total ex-post control cost in EUR ÷ total value verified and/or audited in EUR	EC total estimated cost of controls (in EUR)	Ratio (%) Total cost of controls ÷ funds managed
Procurement							
Ex-ante controls			Ex-post controls			Total (**)	
599 638	27 726 307	2.16 %	180 158	27 726 307	0.65 %	779 795	2.81 %
Commitments and payments							
Ex-ante controls			Ex-post controls			Total (**)	
1 600 194	43 137 790	3.71 %	662 867	75 836 492	0.87 %	2 263 061	5.25 %
Recovery orders							
Ex-ante controls			Ex-post controls			Total (**)	
70 990	5 544 052	1.28 %	80 648	793 560	10.16 %	151 639	2.74 %
Other transactions							
Ex-ante controls			Ex-post controls			Total (**)	
3 518	4 709 526	0.07 %	202 046	4 709 526	4.29 %	205 564	4.36 %
Overall estimated cost of control at EC level							
Ex ante controls			Ex post controls			Total (**)	
2 274 341	81 117 675	2.80 %	1 125 719	109 065 884	1.03 %	3 400 060	4.19 %
<p>(*) Ratio possibly 'Not Applicable (N/A)' if a relevant control system specifically covers an internal control objective such as safeguarding sensitive information, reliable accounting/reporting, etc. For the funds managed, the Office uses information from AAR Annex 3.</p> <p>(**) Any 'holistic' control elements (e.g. with 'combined' ex-ante and ex-post characteristics) can be mentioned in the total column (without being in either one of the ex-ante or ex-post columns), provided that a footnote clarifies this (their nature + their cost).</p>							

3. Charge-back

Services provided to Commission directorates-general

A total of EUR 11 161 819.60 were charged back by the Office from other Commission directorates-general using type II and III co-delegations (EUR 10 898 054.28) and recovery orders (EUR 263 765.32). It should be noted that the Office does not apply any standard costing models and only charges back externally contracted costs.

Services provided to other EU institutions, agencies and bodies

The Guidance on the provision of services to other EU institutions, agencies and bodies is not applicable to the Office's services, which 'are provided following organised interinstitutional cooperation under a common governance structure in which the EU institutions, agencies and bodies are represented and which receive the necessary appropriations' (point 1 last indent of the Guidance on the provision of services to other EU institutions, agencies and bodies).

ANNEX 11: Specific annexes related to assessment of the effectiveness of the internal control systems

Not applicable.

ANNEX 12: Performance tables

Results towards the achievement of general and specific objectives of the Publications Office (performance tables of section 1)

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents

Specific objective 11.1: Automated workflows for more dynamic ways of producing and publishing legal content are optimised and implemented			Non programme-based	
Result indicator: Percentage of Official Journal issues produced without delay in 23 or 24 language versions				
Source of data: Publications Office, Unit B.1				
Baseline	Interim Milestone		Target 2020	Latest known results 2019
2005	2016	2018		
99 %	100 %	100 %	100 %	100 %
Result indicator: Percentage of case-law document-by-document produced without delay				
Source of data: Publications Office, Unit B.1				
Baseline	Interim Milestone		Target 2020	Latest known results 2019
(not available)	2016	2018		
New indicator	100 %	100 %	100 %	96.9 % Target not met due to unexpected technical problems encountered by the contractor during system maintenance and during the migration of the production information systems to the new data centre. Deliveries still occurred very shortly after the expected deadlines

Main outputs in 2019

Official Journal of the European Union

Description	Indicator	Target 2019	Latest known results 2019
New Official Journal production contract	The production of the Official Journal is handed over to the new contractors	Second semester 2019	Done

Strategic objective 5 The Official Journal act-by-act

Description	Indicator	Target 2019	Latest known results 2019
<i>As per roadmap 2018</i> Process and IT specifications for PlanLex	The process and IT specifications of the new workflow production tool (PlanLex) are finalised	Mid 2019	Done
<i>As per roadmap 2019</i> New workflow production tool PlanLex	The development of the production tool PlanLex starts	Second semester 2019	The PlanLex project was suspended
Authentication by electronic seal (mass signature)	A new electronic signature tool is available in production	Second semester 2019	Done

Case-law of the European Court of Justice			
Description	Indicator	Target 2019	Latest known results 2019
Timely delivery of case-law documents	Percentage of documents produced within requested deadline	91 %	96.9 %
Production lead time	Average duration of the production of documents	8 days	4.35 days
Supplement to the Official Journal			
Description	Indicator	Target 2019	Latest known results 2019
Production of the <i>Supplement to the Official Journal</i> in accordance with the directives in force	Average cost per notice	< EUR 8.00	EUR 6.38

Specific objective 11.2: Collaborative production services, optimised for multichannel dissemination, are provided to all EU institutions, agencies and bodies

Non programme-based

Result indicator: Satisfaction rate (quality of output, price, respect of deadlines, quality of service)

Source of data: Publications Office, Unit B.2, Survey carried out on a regular basis with author services

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2016	2018		
(not available)	2016	2018		
New indicator	80 %	85 %	90 %	92 %

Main outputs in 2019

Strategic objective 2 Rationalisation of the production of publications

Description	Indicator	Target 2019	Latest known results 2019
Quality and timeliness in the production of general publications	<i>KPI post-2019</i> Percentage of authors satisfied with time taken to publish with the Office	70 %	83 %
Multi-channelling and audience-targeting	Percentage of titles produced for mobile devices	30 %	29 % Content consumable on mobile devices increased steadily during 2019. Web PDF continued to dominate
Accessible publications	<i>KPI post-2019</i> Percentage of publications accessible to disabled users	20 %	Not available By their inherent nature only epubs and HTML were navigable for disabled users. This represented 21 % of digital output

Strategic objective 3 Refocusing quality control

Description	Indicator	Target 2019	Latest known results 2019
<i>As per roadmap 2018</i> Collaborative planning with authors and institutional language services	Completion of the 'collaborative planning' aspect of the pilot project	End 2019	Done
	Editorial governance designed - Proposal for a structure of editorial governance	October 2019	Done Proposal designed in December 2019 and to be presented to the Corporate Management Board for approval in 2020
<i>As per roadmap 2018</i> Editorial support services	Scaling up of editorial support services	> 50 selected publications	31 selected publications Limited scaling-up due to delay in the allocation of resources
<i>As per roadmap 2018</i> Modernisation of the production process of the Interinstitutional style guide - modular approach	Completion	End 2019	In progress Input collected and included in the work plan for 2020. It should be completed by the last quarter of 2020 Work was delayed due to a comparative study between the ISG and other style guides, and discussion on their respective scope
<i>As per roadmap 2019</i> New version of Interinstitutional style guide	Available	Mid 2019	Available (online) It was decided to abandon the paper version and to focus on digital only The website is systematically updated and therefore up-to-date
Interinstitutional style guide available in OP Portal	Completion	End 2019	In progress Postponed due to delay of modernisation project and changing priorities for OP Portal

			(migration to MSP). It will be completed in the third quarter of 2020
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Strategic objective 6 Reference centre for the production of publications

Description	Indicator	Target 2019	Latest known results 2019
Synergies in the production of general publications	<i>As per roadmap 2018</i> Centralisation of the dispatch of printing tasks to institutions' internal print is operational	12 %	2.2 % Due to an increased internal capacity of the print shop, less files were transmitted to other institutions in 2019
	<i>KPI 2019</i> Percentage of author services using full production with the Office instead of submitting identifiers-only requests	50 %	38 % Delayed approval of centralisation of publication's production and resource allocations linked to the domain leadership Publications
<i>KPI 2018</i> Feedback mechanism for all institutions	Availability — Web analytics and upstream editorial assessment in place; planning tool designed	November 2019	Tools in place Pilot-phase started with 4 selected DGs The scaling-up to all DGs depends on resource allocations

Strategic objective 7 Towards a new concept for the distribution policy

Description	Indicator	Target 2019	Latest known results 2019
<i>KPI post-2019</i> Implementation of a new distribution concept	Volume of stock	Decrease by 10 %	9.5 million copies - 23 %
<i>KPI post-2019</i> Efficiency in the production and distribution of publications	Surplus publications in stock (difference between publications received and publications distributed)	Decrease by 40 %	- 0.1 million copies - 100 % Overall, more copies have been distributed than received in 2019. The surplus is negative, so the 'zero surplus stock' objective was reached

Specific objective 11.3: Structuring of data [content and metadata (IMFC)] is facilitated through synergies in tools and formats on the interinstitutional level

Non programme-based

Result indicator: Number of document types (each taking into account several example documents) covered by the IMFC's Common Vocabulary for the semantic structuring of the documents' content

Source of data: Publications Office, Unit A.1

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2016	2018		
(not available)	2016	2018		
New indicator	1	8	20	9 Change of priorities as requested by the EU institutions: focus on annexes. Previous selected document types were postponed to subsequent release (after AKN4EU v3)

Result indicator: Percentage of data related to legislation (content and metadata) that has been exchanged in structured format

Source of data: Publications Office, Unit A.1

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2016	2018		
(not available)	2016	2018		
New indicator	50 %	80 %	98 %	For metadata: 93 % Since 2019, additional document types from Parliament and Commission are sent using IMMC For content: postponed The pilot project of transmissions in AKN4EU format initially scheduled for the first quarter of 2019 was postponed to the end of 2020

Main outputs in 2019

Strategic objective 1 Secured and automated exchange of legal data: interoperability of document formats

Description	Indicator	Target 2019	Latest known results 2019
Synergies in structuring of data on the interinstitutional level	Number of example documents covered by the Interinstitutional Metadata and Formats Committee's (IMFC) Common Vocabulary for the semantic structuring of the documents' content	10	24
<i>As per roadmap 2019</i> Common Exchange Model	Finalisation and adoption of version 3	End 2019	In progress The limitation in scope and the deadline were postponed to March 2020 because of limited availability of key resources as well as conflicting priorities on the side of the EU institutions
Secured and automated exchange of data	<i>KPI 2019</i> Exchanges of all legal data with the institutions are based on the Common Exchange Model	50 %	Postponed The pilot project initially scheduled for the first quarter of 2019 was postponed to the third quarter of 2020

Strategic objective 1 Secured and automated exchange of legal data: standardisation of metadata

Description	Indicator	Target 2019	Latest known results 2019
Extension of publishing chains based on IMMC on the side of the Office	Number of new publishing chains based on IMMC exchange that have been put into production	2	1 A new generic workflow for the reception and validation of deliverables for digitalisation projects was put into production and existing workflows were extended to enable the processing of 5 supplementary types of documents
Adoption of the IMMCbuilder for the implementation of IMMC exchanges	Use of the IMMCbuilder by a first group of external and internal stakeholders	2	2
<i>KPI 2018</i> Implementation of eTrustEX or other secure exchange platforms	Percentage of exchanges of legal data with the institutions based on eTrustEX and other secure exchange platforms (*) (*) The result depends on whether the participating institutions will be on schedule with their internal projects	50 %	All exchanges take place in a secure manner 93 % based on IMMC

EuroVoc – the multilingual thesaurus of the EU

Description	Indicator	Target 2019	Latest known results 2019
Availability of production version of VocBench on Joinup	Publication of a version 3.4.1 of VocBench on Joinup	October 2019	Done
EuroVoc updates	Number of Eurovoc updates published during the year	2 (June 2019 and December 2019)	Done (March 2019 and December 2019)

Result indicator: Extensibility of the archive (number of new types of information that have been integrated in the archive)

Source of data: Publications Office, Unit A.4

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2016	2018		
(not available)	2016	2018		
New indicator	+ 2	+ 2	+ 2	2

Result indicator: Accessibility (percentage of the information available in the archive that is accessible)

Source of data: Publications Office, Unit A.4

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2016	2018		
(not available)	2016	2018		
New indicator	100 %	100 %	100 %	100 %

Result indicator: Coverage (percentage of completeness of the archive regarding the entire collection of the *Official Journal of the European Union* and all other mandatory publications)

Source of data: Publications Office, Unit A.4

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2016	2018		
(not available)	2016	2018		
New indicator	99 %	99.9 %	100 %	99.8 % The difference is due to the delay between the dissemination and the archive of the Official Journal due to a manual triggering

Main outputs in 2019

Long-term preservation

Description	Indicator	Target 2019	Latest known results 2019
Implementation of Digital Preservation Plan version 1.0	Starting up the interinstitutional steering committee	April 2019	Version 1.0 was partially adopted as some annexes will be reviewed in 2020 The Steering Committee was put in place and its mandate was adopted by the Management Committee
Formal recognition of trustworthiness of EUDOR by an accredited certification body	Certification procedure — Obtaining certification in a first stage for the Official Journal collection	End 2019	Preparatory work ongoing The certification procedure was delayed due to supplementary workload caused by the migration to DG Informatics, pending validation of electronic signature and other third party technical issues
Long-term digital preservation service - Completion of collections according to Digital Preservation Plan	Ingestion of missing Recueils in EUDOR	June 2019	Preparatory work ongoing The analysis of the collection was done and the ingestion is planned to be completed by November 2020
	Archiving of the Supplement to the Official Journal in EUDOR	April 2019	Analysis of needs and update of IMMC schema with related test packages The project is expected to be fully implemented by mid-2020

Strategic objective 9 Legal deposit scheme			
Description	Indicator	Target 2019	Latest known results 2019
<i>As per roadmap 2019</i> Draft legal deposit scheme	Approval by the Management Committee	Mid 2019	A first proposal of the scheme was elaborated and presented to the Management Committee
Web preservation			
Description	Indicator	Target 2019	Latest known results 2019
Web preservation service (archiving, access and long-term preservation)	Archiving of websites of the EU institutions	320 to 350 crawls	428 crawls 409 regular crawls (from 91 URLs) + 19 ad hoc crawls
	Giving access to the web archive via a public website	99.9 % uptime of online access system	99.7 % Service provider maintained an uptime of 99.7 %, and had automatic failover between its multiple data centres to help lessen the likelihood of a service outage
	Integration in EUDOR	95 % integrated in EUDOR	The integration into EUDOR will be started in 2020 with the aim to complete by the end of the year

Result indicator: Number of visits to EUR-Lex website

Source of data: Publications Office, Unit C.2

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2007	2016		
67 300 000	70 000 000	72 000 000	74 000 000	56 152 204 Interpolation was used for November and December figures due to some loss of data related to the cloud migration and data protection issues The deviation from the target is due to the change of the tool used to collect statistics. On the basis of the same tool, the year-end result shows a decrease of 11.3 % compared to 2018

Result indicator: Number of visits to TED website

Source of data: Publications Office, Unit C.3

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2007	2016		
9 200 000	13 000 000	14 000 000	15 000 000	11 538 308 The deviation from the target is due to the change of the tool used to collect statistics. On the basis of the same tool, the year-end result shows an increase of 12.7 % compared to 2018

Result indicator: Number of individual metadata records exported to third parties

Source of data: Publications Office, Unit A.4

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	(not available)	2016		
New indicator	120 000	150 000	180 000	197 375

Main outputs in 2019

EUR-Lex – access to EU law

Description	Indicator	Target 2019	Latest known results 2019
Consolidation of legal acts	Number of new consolidated versions of legal acts produced (*) (*) Results dependent on the number of amending acts and corrigenda adopted during a year	1 500	1 802
Smooth production of the Summaries of EU legislation	Number of drafted/redrafted and updated summaries loaded in CELLAR and available for EUR-Lex	300	364
Complete and improve the collections of legal documents	Legal documents: number of notices available via EUR-Lex (*) (*) Results partially dependent on the number of acts adopted	1 000 000	1 038 739

Strategic objective 8 TED – towards the single point of access for public procurement

Description	Indicator	Target 2019	Latest known results 2019
Access to public procurement notices	Number of documentary units (notices) loaded on TED website during the year	530 000	622 787
eProcurement	Number of contracting authorities publishing via eTendering	99	107
<i>As per roadmap 2019</i> Call for tender for a single point of access to public procurement	Launch	Mid 2019	Functional requirements for eNotices2 were gathered and drafted Due to the adoption of the new Regulation on electronic public procurement notification forms (eForms), it is necessary to adapt the tools for reception, processing and publication of public procurement notices by 2022. The work on a single point of access focused therefore on the preparation of the specifications for the reception tool
<i>As per roadmap 2019</i> eForms for better procurement governance	TED XML schema for eForms defined	End 2019	Done A first version of the eForms schemas was published on SIMAP in December 2019
Public procurement code lists tables published on the Metadata Registry	Number of tables	20	43

Specific objective 11.6: The various collections of EU content are available through a single point of access based on commonly agreed standards

Non programme-based

Result indicator: Completeness of collections that are available for access and reuse (through the common repository, CELLAR)

Source of data: Publications Office, Unit A.2

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2015	2016		
≥ 99.9 %	≥ 99.9 %	≥ 99.9 %	≥ 99.9 %	≥ 99.9 %

Result indicator: Number of visits to OP Portal

Source of data: Publications Office, Unit C.1

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	(not available)	2016		
New indicator	2 800 000	3 800 000	5 000 000	7 609 743 The deviation from the target is due to the change of the tool used to collect statistics. On the basis of the same tool, the year-end result shows a decrease of 14.3 % compared to 2018

Main outputs in 2019

Enhanced features for the OP Portal 'EU law and publications'

Description	Indicator	Target 2019	Latest known results 2019
Identification, cataloguing and archiving of publications	General publications: number of notices (works) available in CELLAR (*) (*) A notice (work) covers all linguistic versions and available formats for a given title in CELLAR	104 000	103 404
Transparency in the field of EU-commissioned studies	Number of studies available for public consultation on the OP Portal (*) (*) Results dependent on the number of studies commissioned by the EU institutions during a year	12 500	12 873
Quality of service provided by the OP portal to its various customers	OP Portal user satisfaction rate (*) (*) Percentage of neutral and positive opinions expressed in the user survey of the portal to be carried out in 2019. Targeted, among others, will be registered and 'privileged' users, users who recently ordered publications, and author services	82 %	Postponed to 2020 as the implementation of the new graphic environment of the OP Portal was rescheduled following the migration to the cloud

Strategic objective 4 Achieve integrated access to content managed by the Office and to a range of selected content not managed by the Office

Description	Indicator	Target 2019	Latest known results 2019
<i>KPI post-2019</i> Widgets used by the EU institutions	Number of OP Portal widgets used by other websites or applications (from EU institutions' and others' websites)	5 % of EU institutions and 5 % of agencies	2 DGs, 1 agency, 1 regional government and 1 private organisation

Strategic objective 4 Interoperability between controlled vocabularies

Description	Indicator	Target 2019	Latest known results 2019
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<p><i>As per roadmap 2018</i></p> <p>Interoperability achieved between selected controlled vocabularies used at the Commission and other institutions</p>	<p>Alignment of key Commission vocabularies</p> <p>Report on extension of inventory with EU agencies' vocabularies</p> <p>Launch of survey for EU institutions</p>	<p>Second semester 2019</p>	<p>Alignment of key Commission vocabularies: 100 %</p> <p>Extension of inventory with EU agencies' vocabularies: 0 %</p> <p>It was replaced by an iterative approach, and the collaboration with the Translation Centre for the Bodies of the EU (terminology team) was initiated</p> <p>Launch of survey for EU institutions: 0 %</p> <p>It was replaced by an iterative approach, and most institutions were experimenting or using VocBench</p>
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Specific objective 11.7: The Office is the information hub for policy makers, market actors and civil society as regards the dissemination and reuse of public EU data

Non programme-based

Content-linking from various sources is enabled through synergies and interoperability with other EU institutions, agencies and bodies

Result indicator: Number of visits to EU Open Data Portal

Source of data: Publications Office, Unit C.4

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2014	2016		
309 187	600 000	750 000	1 000 000	1 180 331

Result indicator: Number of visits to CORDIS website

Source of data: Publications Office, Unit C.4

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2014	2016		
3 300 000	3 900 000	4 200 000	4 400 000	3 525 946 Web traffic was exceptionally high in 2018 and returned to longer-term trends in 2019. The significant variations are mainly due to changes in Google algorithms which can favour or penalise traffic

Result indicator: CORDIS user satisfaction rate (percentage of neutral and positive opinions expressed in the annual user survey)

Source of data: Publications Office, Unit C.4

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	2015	2016		
88.7 %	88.8 %	88.9 %	89 %	94.1 %

Result indicator: Reuse of CELLAR data (number of direct external accesses)

Source of data: Publications Office, Unit A.2

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	(not available)	2016		
New indicator	> 6 000 000	> 9 000 000	> 10 000 000	> 142 million In principle, from a Cellar point of view, every request is considered as an external request. Currently on average, there are more than 25.3 million requests per day, where 391 000 requests are direct external accesses from about 6 500 requesters (companies, individuals) through the internet. These requests are mostly executed by machines

Result indicator: Number of Member States having implemented ELI in their system

Source of data: Publications Office, Unit B.1

Baseline	Interim Milestone		Target 2020	Latest known results 2019
	(not available)	2016		
New indicator	8	10	12	14

Main outputs in 2019

Strategic objective 10 EU Open Data Portal and synergies in data dissemination and reuse services

Description	Indicator	Target 2019	Latest known results 2019
Increase in the number of available EU datasets	Number of datasets on EU Open Data Portal	14 000	14 066
<i>As per roadmap 2018</i> Increased quantity and quality of datasets	Number of EU institutions publishing on the EU Open Data Portal	7	6 (all EU institutions except the European Court of Justice)
<i>As per roadmap 2018</i> Public inventory on the reusable data collections. Roadmap for the incremental publishing the reusable data on the EU Open Data Portal	Landscaping reports by group (Commission, institutions, agencies and bodies) and roadmap for publishing on the EU Open Data Portal	Mid 2019	Done
<i>As per roadmap 2019</i> Synergies between the EU Open Data Portal and the European Data Portal	Definition of the approach Definition of synergies between the data dissemination of the EU institutions and agencies (EU Open Data Portal) and of the EU Member States (European Data Portal) Roadmap for implementation defined	End 2019	Done

Strategic objective 4 European Legislation Identifier: interoperability at EU and national levels

Description	Indicator	Target 2019	Latest known results 2019
<i>As per roadmap 2019</i> Increase the granularity of ELI references to allow specific text fragments to be identified	Specifications to integrate modules into production workflow are available	End 2019	In progress The draft specifications were elaborated in 2018 and a review in 2019 showed that adaptations were necessary. In consequence, the final specifications will only be available in 2020

CORDIS – dissemination of EU-funded research and innovation results

Description	Indicator	Target 2019	Latest known results 2019
Dissemination of research results to support their exploitation	Number of enhanced <i>Results in brief</i> about FP7 and Horizon 2020 research results	2 500	2 494

