



European Ombudsman

Annual Activity Report of the Principal Authorising Officer

Year 2011

**Strasbourg
27 February 2012**

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Introduction

The Annual Activity Report (AAR) of the Principal Authorising Officer of the European Ombudsman is prepared in accordance with Article 60(7) of the Financial Regulation. That provision requires the AAR to "indicate the results of the operations by reference to the objectives set, the risks associated with these operations, the use made of the resources provided and the efficiency and effectiveness of the internal control system".

The European Ombudsman seeks fair outcomes to complaints against the Union institutions, encourages transparency and promotes an administrative culture of service in the Union institutions. He aims to bring the European Union closer to its citizens by fostering the highest standards of administration and by building trust through dialogue. In pursuit of these objectives, the Ombudsman co-operates closely with the other EU institutions, bodies, offices and agencies and with ombudsmen in the Member States, particularly in providing a prompt and effective service to everyone who makes a complaint and in finding solutions to help citizens, residents and associations.

In 2011, the European Ombudsman was able to help directly more than 22 000 citizens. This includes individuals who complained to the Ombudsman (2 510 complaints), those who received a reply to their request for information (1 284), and those who obtained advice through the interactive guide on our website (18 274).

Cooperation with the European Network of Ombudsmen included the joint organisation of a seminar for national ombudsmen in Copenhagen and the handling of eleven Queries.

The Ombudsman's Annual Report for 2011, which is submitted to the European Parliament in accordance with Article 228 of the Treaty on the Functioning of the European Union (TFEU), gives a detailed account of these activities. This AAR therefore mainly focuses on the organisational, administrative, budgetary and financial aspects of the Office's activities in 2011.

The AAR also takes into account the detailed report on the budget and finance execution for the year 2011, which was adopted by the Ombudsman on 21 February 2012 and is attached as annex 2.

Part I of the report explains the structure and organisation of the European Ombudsman's Office, including the changes that were put into effect at the beginning of 2012.

Part II of the report identifies the main results in each area of activity, with reference to the structure and organisation of the Office during 2011.

The report ends with the declarations of assurance (Part III) concerning the financial operations carried out under the control and responsibility of the Authorising Officers by Delegation during the relevant period.



Part I: The structure and organisation of the European Ombudsman's office

Until the end of 2011, the Ombudsman's office was organised into two Departments: (1) the Legal Department, which dealt with complaints and conducted inquiries; and (2) the Administration and Finance Department, which handled staff management, general office administration, as well as budgetary and financial management. Communication activities and relations with the European Network of Ombudsmen were also handled within the Administration and Finance Department.

With effect from January 2012, the Departments were replaced by two Directorates, each of which combines the handling of complaints and inquiries with certain support functions. At the same time, some existing units were merged and given new tasks. The result is a more streamlined and efficient organisational structure, in which human resources can be deployed as effectively as possible.

Secretariat-General

Under the new structure, the Secretary-General (SG) continues to be responsible for providing policy advice to the Ombudsman for (a) strategic management and direction and (b) ensuring overall coordination.

As from January 2012, the **Communication Unit** (COM) reports to the Ombudsman and the SG. COM takes on the tasks formerly performed by the Communication and the Media, Enterprise and Civil Society (MECS) Units, which have been merged.

The Communication Unit is responsible for informing individuals and organisations throughout the Union of the role and activities of the Ombudsman. The Unit maintains and promotes relations with the media, organises the Ombudsman's information visits and events, and liaises with other EU institutions on outreach initiatives. It drafts and produces the Ombudsman's publications and promotional material, maintains and develops the Ombudsman's websites, implements the institution's visual identity, coordinates the European Network of Ombudsmen and, more generally, is responsible for relations with ombudsman associations in Europe and beyond.

The two Directorates

Each Directorate is responsible for three Units: two Complaints and Inquiries Units and one of the two Units providing support activities in the Ombudsman's office; that is, (1) the Personnel, Administration and Budget Unit and (2) the Registry.

The Complaints and Inquiries Units analyse complaints that fall within the Ombudsman's mandate. They conduct the inquiries needed to clarify possible cases of maladministration, look for solutions, and prepare draft recommendations, decisions closing inquiries and special reports to the European Parliament. The Units also propose and carry out inquiries that are based on the Ombudsman's own-initiative power and deal with Queries sent by other members of the European Network of Ombudsmen.



The **Personnel, Administration and Budget Unit (PAB)** carries out the functions formerly assigned to the Administration and Personnel Unit and to the Budget and Finance Unit. The Unit is responsible for all administrative matters related to the institution's personnel, human resources, budget and finance and represents the institution in a number of interinstitutional committees.

As regards personnel and human resources, the Unit deals with recruitment, management of individual rights, internal communication, and training.

As regards other administrative matters, the Unit deals with buildings, office space and equipment and coordinates translation requests. Furthermore, it is responsible for the institution's IT resources, including in-house development and maintenance of software applications specifically designed for the needs of the Ombudsman's services.

As regards budget and finance, the Unit prepares the budget estimates for presentation to the Budget authorities and ensures that the Ombudsman's Office complies with the applicable financial rules. It guarantees that available resources are used economically and efficiently, and are protected adequately. Additionally, the Unit establishes and implements the appropriate internal control mechanisms and prepares information for the various budgetary control authorities.

The **Registry (REG)**, which became a Unit on 1 January 2012, deals with the registration, distribution and transmission of all documents received or sent by the office. It is also in charge of the Ombudsman's archives and library and the development and implementation of a public register of documents. During 2012, the Registry will also take on responsibility for dealing with complaints that fall outside the Ombudsman's mandate.

Part II: Policy results by activities

The Ombudsman's Annual Management Plan for 2011 ("the AMP 2011") included a series of Key Performance Indicators (KPIs) to measure the office's performance in achieving its objectives. It also identified, with reference to the Ombudsman's Strategy for the current Mandate, the 2011 priorities for each core activity, as well as the relevant indicators of results.

The scoreboard, below, shows, in a synthetic form, the overall results achieved by the office in light of the priorities and KPIs set out in the AMP. The following chapters and sections provide an analysis of these results.



Scoreboard - January to December 2011

	Subject matter	Measurement / evaluation criteria	Targets for 2011	Results
KPI 1	Strategy and Governance	Assessment by the European Ombudsman's staff and external stakeholders.	(Baseline figure established in 2011)	75.6% (Satisfaction rate) ¹
KPI 2	Complaints and investigations	Number of inquiries closed in relation to the number of ongoing inquiries at the end of the previous exercise.	1.1 ²	1.2 (compared to 1.3 in 2010)
		Proportion of cases in which the admissibility decision is taken within one month as compared with the previous exercise.	90%	2011: 70% 2010: 63%
KPI 3	Complaints and investigations	Proportion of inquiries closed within (i) 12 and (ii) 18 months, as compared with the previous exercise.	12-m: 70% 18-m: 90%	12-m = 66% (2010=66%) 18-m =80% (2010 =82%)
KPI 4	Complaints and investigations	Number of friendly solutions and draft recommendations proposed, as a proportion of all cases in which maladministration is found, as compared with the previous exercise.	2.5 ³	2011= 2.48 (2010= 1.95)

¹ KPI 1 was calculated on the basis of the scores obtained in reply to eight questions related to strategy and governance in a general staff survey conducted in April 2011. The question of assessment by external stakeholders will be examined in 2012.

² To obtain this figure, the number of inquiries closed is divided by the number of ongoing inquiries at the end of the previous exercise.

³ To obtain this figure, the sum of friendly solutions and draft recommendations is divided by the number of critical remarks [(FS+DR)/CR].



	Subject matter	Measurement / evaluation criteria	Targets for 2011	Results
KPI 5	Complaints and investigations	Number of systemic own-initiative inquiries launched, as compared with the previous exercise.	minimum 6	7 (compared to 6 in 2010)
KPI 6	Provide our external stakeholders with timely, useful and easily accessible information	External stakeholders contacted (frequency and significance).	Press releases (20)	20
			Press cuttings (1200)	1 879
			Events involving multipliers (120)	175
			Complaints within the mandate (+3%)	+ 1% (27.83% in 2011 compared to 27.61% in 2010)
			Advice given through the Interactive Guide to contact a member of the European Network of Ombudsmen (minimum 6 000)	12 525
			Unique visitors to the website (minimum 300 000)	295 106
			Queries (minimum 6)	11
			Contributions to discussions on the "EUOMB-Summit" (minimum 120)	170
KPI 7	Support Services (HR)	Staffing levels, measured as a proportion of maximum full time equivalents (FTEs).	Reference figure: 74.5 FTEs	88.4% (on the basis of 75 FTEs)
KPI 8	Support Services (HR)	Average professional training days per person, as compared with the previous exercise.	2.5 days	2.79 days (2.24 days in 2010)



	Subject matter	Measurement / evaluation criteria	Targets for 2011	Results
KPI 9	Support Services	Degree of satisfaction of the European Ombudsman's staff.	(Baseline figure established in 2011)	78.75% (Satisfaction rate based on staff survey conducted in April 2011)
KPI 10	Support Services (finance)	Implementation of the budget (composite indicator).	86% of budget implementation (+1% compared to the best recent implementation ⇨ 2009) 95% of carried-over appropriations paid Number of payments beyond 30 days (0)	85.6% (84% on 31/12/2010) 90.6% (85% on 31/12/2010) 13



Chapter I: Strategy and Governance

The AMP for 2011 identified a number of priorities for the Secretary-General's main function of assisting the Ombudsman to deliver effective strategic management and overall coordination. The actions taken to implement the priorities included (i) inviting experts from four national ombudsmen's offices to the 2011 Staff Retreat, (ii) conducting a benchmarking exercise of our IT systems for complaints handling with best practice and drafting a relevant report which led to further actions in 2012, (iii) exploring the possibility of joining the European Foundation for Quality Management, (iv) coordinating the public consultation on public service principles for EU civil servants and (v) reviewing the periodical scoreboards to report on our performance in relation to the KPIs.

In terms of KPI 1, which is relevant to the Secretary-General's activities, the result was calculated on the basis of the scores obtained in reply to eight questions related to strategy and governance in the general staff survey conducted in April 2011. This result will serve as a baseline figure for future assessments. Possibilities for qualitative evaluation by external stakeholders will be examined in 2012.

Chapter II: Complaints and Inquiries

The Legal Department successfully achieved most of its goals, despite working with three posts for Legal Officers vacant during part of the year (two posts were filled from 1 May and the third from 1 September). As a result of the additional workload for other staff, however, the internal deadline of two months for proposals concerning further steps in inquiries was only partially achieved. More details are given below in the discussion of results achieved in relation to the Key Performance Indicators. Furthermore, the project of re-editing and re-printing the European Code of Good Administration was postponed until 2012. This postponement will enable the new publication to take account of the public service principles, which the Ombudsman will finalise in the first quarter of 2012.

All other operational objectives and goals were attained. This explains the very encouraging statistics concerning the work of the Department, which are outlined in the European Ombudsman's Annual Report for 2011. More cases were opened than in 2009; the number of inquiries closed remained the same; the average length of inquiries was maintained at the very satisfactory level reached in 2010 (9 months); and more concrete results were obtained for complainants.

The Legal Department also managed to identify opportunities and achieve important goals in addition to those in the AMP 2011. First, the Department formulated and successfully implemented two new approaches designed to make the Ombudsman's procedures more citizen-friendly. The first was to introduce a new type of inquiry making it possible for complainants to clarify their complaint if the Ombudsman is not convinced that there are grounds to ask the EU institution concerned for its opinion on a case. The second was to modify the "simplified procedure". This procedure aims at rapidly resolving complaints about failure to answer correspondence. The modification allows complainants to question the substance of the reply obtained through the Ombudsman's intervention without having to make a new complaint. Furthermore, the Department took over the implementation and further



development of a programme of visits by the Ombudsman to EU Agencies, which was initiated by the Secretary-General.

As regards the KPIs for complaints and inquiries, the percentage of decisions on admissibility taken within one month of receiving a complaint continued to fall short of the target figure of 90%. The final percentage attained was 70%, which represents an improvement on the figure in 2010 (63%). The vacant posts referred to above are part of the explanation for the continued shortfall. A more significant factor is the number of separate administrative steps currently involved in registering, transmitting, preparing and approving decisions on admissibility. The Department proposed a more streamlined procedure, in which the Registry will deal with complaints that fall outside the mandate. The proposal was accepted and its implementation in 2012 should lead to significant improvement.

The other KPIs also show improvement as compared to the previous year, even though not all the targets were fully attained. The number of inquiries closed was higher than the target figure, which means that the "work in progress" diminished in 2011. The average length of inquiries remained at the same level as in 2010 or experienced a slight increase: 66% of cases were closed within 12 months and 80% of cases were closed within 18 months (against 82 % in 2010). A total of seven own-initiative inquiries of a systemic nature were launched, thereby surpassing the target figure. Finally, the target for positive measures (friendly solution proposals or draft recommendations) designed to solve problems of maladministration and satisfy the complainant(s) was, essentially, achieved (ratio of 2.48, compared to the target of 2.5).

The Registry

The Registry is also a key actor in dealing with complaints and inquiries. About 75% of its human resources are dedicated to this area of activity. In particular, the Registry contributes to the speed and quality of the flow of correspondence and actions related to complaints and investigations. Sustained training efforts and regular meetings enabled the Registry staff to formulate ideas to improve internal procedures. The Registry also successfully carried out its other tasks including dealing with the switchboard, the registration and handling of non-complaints correspondence, the archives and the library. It furthermore drew up, as the lead sector, proposals and specifications for the Institution's online public register of documents and finalised the preparatory work on the relevant decision, which will be implemented in 2012.

Chapter III: Communication and outreach

Section 1 - The Communication Unit

The Communication Unit carried out most of the priority actions identified for this area of activity in the AMP 2011 and achieved, or surpassed, all KPI targets, except for the number of unique visitors to the website, which fell very slightly short of the number foreseen (295 106 instead of 300 000).

The production of a short video clip about the European Ombudsman was launched in 2011, and is planned to be completed in the first half of 2012. The creation of a regular e-newsletter and the making of relevant content from the European Ombudsman's website available through EurLex were postponed in order to focus on other web development priorities.



The Eighth national Seminar of the European Network of Ombudsmen, jointly hosted by the European Ombudsman and the Parliamentary Ombudsman of Denmark, in Copenhagen was a major success. The new Extranet for the Network, which was developed by the European Ombudsman in 2011, was launched at the Seminar, using the latest interactive technologies.

The publicising of an improved mechanism for dealing with Queries from national and regional ombudsmen was achieved through presentations in Network seminars and articles in the newsletter of the European Network of Ombudsmen ("*European Ombudsmen - Newsletter*"), as well as through a dedicated section in the new Extranet. An all-time record number of eleven Queries was received in 2011 and further actions to facilitate the Query submission procedure are planned in 2012.

The social media project was launched in 2011, through a series of discussions with the social media services of the European Commission and European Parliament. It will be carried forward in 2012.

A significant achievement was the launch of a new publication, in 23 languages, entitled *Problems with the EU? Who can help you?* It is the first Ombudsman publication that informs citizens of the full range of problem-solving mechanisms at the EU level. Demand for the publication was unprecedented and, despite an initial print-run of almost 100 000 copies, stocks in many languages were exhausted in just two weeks. A reprint was rapidly launched.

Another new publication, entitled *The European Ombudsman's guide to complaints*, was distributed to staff in all EU institutions, bodies, offices, and agencies in November 2011, in order to help promote a culture of service.

Regular publications, that is, the *Annual Report*, the *Overview* and two editions of *European Ombudsmen - Newsletter*, were also produced and distributed as foreseen.

Finally, the Ombudsman improved his service to persons with disabilities, by actively publicising and providing, on-demand, large print and audio versions of his publications.

Section 2 - The Media, Enterprise, and Civil Society Unit

In 2011, the Media, Enterprise, and Civil Society Unit (MECS) achieved almost all the priorities listed in the AMP 2011.

One activity, namely, the carrying out of one or more client satisfaction surveys with complainants, was postponed in order to allow for more detailed preparation and will be carried out in 2012. The inclusion of relevant questions in the Eurobarometer was substantially achieved through co-operation with the European Parliament to produce special Eurobarometer 75.1, which was based on interviews with 27 000 citizens in the 27 Member States. The Ombudsman is using the results of the survey better to target his own services, help the EU administration to improve its performance, and inform the work of the European Network of Ombudsmen in the Member States.

The MECS Unit achieved, or surpassed, all KPI targets, except for the 3% rise in complaints within the mandate, which instead totalled 1%. This target has been re-evaluated in the 2012 AMP. Both the number of events involving multipliers (175) and the number of press cuttings (1 879) were 50% higher than foreseen.



These two figures can be explained by the high visibility of the Ombudsman resulting from two major outreach events (see below for details) and intense press speculation during the process of selecting a new Prime Minister of Greece.

The most significant success of the year was a stakeholder event held on 18 March entitled “Is the Lisbon Treaty delivering for citizens?”. The keynote speaker was the President of the European Council, Mr Herman Van Rompuy. Over 220 participants attended, making it the largest such event ever organised by the European Ombudsman. The Ombudsman's International Right to Know Day event, held for the second year running on 28 September, was also successful and attracted over 100 participants.

In 2011, the Ombudsman and his staff presented the role of the institution at 175 events held with businesses, NGOs, regional associations, law firms, think-tanks, interest groups, journalists, academics, and citizens.

Chapter IV: Support services

Section 1 - The Administration and Personnel Unit

Following the Ombudsman's adoption in December 2010 of a new staff policy involving a gradual move from temporary to permanent posts, an action plan for replacing the two departments by directorates and merging certain units was presented and approved in 2011.

A key step in the implementation of the action plan was the organisation and successful completion of internal competitions for the heads of the three newly created units, which led to appointment of the selected candidates at the beginning of 2012.

As regards specific actions identified in the AMP 2011, the scope of inter-institutional cooperation was expanded through the adoption of service level agreements with the PMO on pensions and on termination of employment, and through participation in an interinstitutional agreement concerning professional training. Most of the targets for the relevant KPIs were attained. A special mention is finally due to the results obtained in the area of professional training, which largely surpassed the target.

The study on the feasibility of adopting “*a career development plan for each official*” was postponed, as it proved to require more administrative time and effort than was available. The creation of a single Personnel, Administration and Budget Unit, containing two administrators, should make it feasible to complete the study in 2012.

Progress was slower than anticipated on a number of IT projects. During 2012, the office will receive a report from an external IT consultant, which will hopefully help ameliorate this situation in the future.



Section 2 - The Budget and Finance Unit

The main results for 2011 are presented in detail in the "Report on budgetary and financial management for the financial year 2011", which is attached to the present report as annex 2.

The total of the final appropriations available in the Ombudsman's budget for 2011 was EUR 9 427 395. Title 1 (Expenditure relating to persons working for the institution) amounted to EUR 7 318 795. Title 2 (Buildings, equipment and miscellaneous operating expenditure) amounted to EUR 1 469 200. Title 3 (Expenditure resulting from special functions carried out by the institution) amounted to EUR 639 400.

The following table shows expenditure in 2011 in terms of appropriations committed and paid (in Euros).

Title	Initial budget 2011	Final budget 2011⁴	Committed	Paid
Title 1	7 431 795	7 318 795	6 755 112	6 740 161
Title 2	1 370 200	1 469 200	1 373 980	1 067 992
Title 3	625 400	639 400	594 872	263 954
Total	9 427 395	9 427 395	8 723 965	8 072 107

Of the total appropriations, 92.54 % were committed (compared to 89.65 % in 2010) and 85.62 % paid (compared to 84.03 % in 2010). The appropriations carried over from 2011 to 2012 amounted to EUR 651 858. The utilisation rate (including appropriations carried over from 2010 to 2011,) was 92.54 % (compared to 89.68 % for 2010).

Furthermore, 90.60 % of the credits carried over to 2011 from 2010 were used (compared to 85 % in 2010).

Other elements of implementation

During 2011, three modifications of the establishment plan and four transfers of appropriations were necessary. These modifications of the initial budget are presented in detail in the annexed Report on budgetary and financial management for the financial year.

The total amount of these transfers was EUR 267 000 (2.83 % of total appropriations for 2011).

The Ombudsman's office launched 16 procurement procedures (low-value contracts) in 2011 (compared to 24 in 2010, and 17 in 2009).

⁴ after transfers



Indicators 2011

In the following table, all the totals are cumulative.

Indicators	Target					2010/2011
	2011	Q1	Q2	Q3	Q4	
F1: Percentage of budget implementation	Total : 86 %	22.72 %	49;25 %	69.92 %	85.62 %	+ 1.59 %
F2: Percentage of carryover appropriations paid	Total : 95 %	49.87 %	58.58 %	78.11 %	90.60 %	+ 5.60 %
F3: Number of operations paid over the 30 days time limit	Total : 0	2	7	10	13	+4

Although the relevant KPI in the AMP for 2011 foresaw no payments beyond the 30-calendar day limit, 13 operations (from a total of 593) were paid outside this limit due to various reasons that are not of a systemic nature. Since analysis of the reasons for these late payments showed that the relevant KPI target was unrealistic, a new target of no more than ten operations to be paid beyond the 30-day limit was set in the AMP for 2012.

The average time for payment concerning invoices sent by private providers of goods and services was 15.3 days (12.7 days in 2010).

The utilisation rate of appropriations carried over did not reach the 95 % target set in the Annual Management Plan 2011. The Annual Management Plan 2012 provides for a more realistic target of 92 % in utilisation, that is, an increase of 1.4 % as compared to the previous year.

Preparation and presentation of the 2012 budget

The 2012 budget, which was prepared during 2011, provides for an establishment plan of 66 posts.

Total appropriations for 2012 are EUR 9 516 500. Title 1 (Expenditure relating to persons working with the institution) amounts to EUR 7 491 000. Title 2 (Buildings, equipment and miscellaneous operating expenditure) amounts to EUR 1 403 500. Title 3 (Expenditure resulting from general functions carried out by the institution) amounts to EUR 622 000.

The 2012 budget provides for total revenue of EUR 1 162 126.

Chapter V: Management of internal controls

Section 1 - Recommendations from the Internal Auditor

Based on his annual work programme, the Ombudsman's Internal Auditor carried out two audits:

- Report N°11/01: Internal auditor's annual report for 2010.

The Internal auditor's report on the 2010 audit work concluded that the Institution's internal management and control systems are effective and



efficient and provide reasonable assurance of attaining its control objectives on a consistent basis.

- Report N°11/02: Follow-up to the audit of the processing of payment requests.

This report is a continuation of an audit performed in 2009/2010, focussing on the Institution's processing of payment requests (report 09/03).

The initial report (09/03) contained three recommendations to help the Institution improve its internal management and control procedures in this area by addressing specific issues (agreement with the Accounting Officer on a paperless payment procedure; timely feedback by the Accounting Officer on the actual payment date through Finord-Med; and assessment of the costs and benefits of setting up a Business Objectives reporting tool for Finord-Med).

In his report (11/02), the Internal Auditor concluded that the European Ombudsman has implemented two of the three actions and that improvements have been made in the management of the payment process. He also pointed out that improvements are still needed concerning the timely feedback on the actual payment date provided in the Finord-Med application.

In order to implement the recommendation of this audit report, the European Ombudsman is examining the possibilities for reorganising the framework within which the accounting activities of the institution are performed.

Section 2 - Observations from the Court of Auditors

In the framework of the DAS 2010, the Court of Auditors indicated in its annual report that the audit did not give rise to any significant observations as regards the European Ombudsman

Section 3 - Follow-up of recommendations from the 2009 discharge

Concerning the internal control system, the European Parliament's Committee on Budgetary Control noted, in its report on the discharge of the implementation of the budget for 2009, that the Court of Auditors had found that the Ombudsman had not adopted general provisions on the procedures for the recruitment of temporary staff, although Article 12(5) of the Conditions of Employment of Other Servants of the European Union requires that each institution shall have done so.

The European Ombudsman adopted the required internal rules on the procedures for the recruitment of temporary staff on 7 December 2010.

Section 4 - Management of the internal control systems

An annual self-assessment of the efficiency of the internal control framework of the Ombudsman's services has been carried out since 2004.

The 2011 self-assessment encompasses major changes:

- the institution adopted a new set of internal control standards. The objective was to reform the standards for internal control adopted in July 2003. Since that date, the European Commission has adjusted, simplified and reduced the



number of standards. The purpose of this reform is to align our standards on those developed by the Commission;

- a new tool presented in annex 1 gives the global picture resulting from the self-assessment exercise and includes a view of the progress made during recent years;

As a result of the self-assessment of the efficiency of the internal control framework, an action plan will be implemented in 2012 under the responsibility of the internal control co-ordinator.



Part III: Declarations of the Authorising Officers by Delegation

1- Declaration of the Authorising Officer by Sub-Delegation

I, the undersigned,

Head of the Budget and Finance Unit of the Ombudsman until 31 December 2011

In my capacity as Authorising Officer by Sub-Delegation:

1. Hereby declare that the information contained in this report is provided in good faith;
2. Certify that I am reasonably certain that the resources allocated to the activities described in this report have been used for the intended purposes and in accordance with the principle of sound financial management and that the control procedures established afford the requisite guarantees as to the legality and regularity of the underlying transactions. This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of self-assessment, ex-post controls and remarks by the Internal Auditor of the Ombudsman, as well as information derived from the reports of the Court of Auditors on financial years preceding that in which this declaration is made;
3. Certify that I am not aware of any fact which has not been stated which could damage the interests of the institution of the Ombudsman.

Done at Strasbourg, on 27 February 2012

Loïc Julien
Head of the Personnel, Administration, and Budget Unit



2- Declaration of the Authorising Officer by Delegation

I, the undersigned,

Head of the Administration and Finance Department of the Ombudsman until 31 December 2011

In my capacity as Authorising Officer by Sub-Delegation:

- 1.** Hereby declare that the information contained in this report is provided in good faith;
- 2.** Certify that I am reasonably certain that the resources allocated to the activities described in this report have been used for the intended purposes and in accordance with the principle of sound financial management and that the control procedures established afford the requisite guarantees as to the legality and regularity of the underlying transactions. This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of self-assessment, ex-post controls and remarks by the Internal Auditor of the Ombudsman, as well as information derived from the reports of the Court of Auditors on financial years preceding that in which this declaration is made;
- 3.** Certify that I am not aware of any fact which has not been stated which could damage the interests of the institution of the Ombudsman.

Done at Strasbourg, on 27 February 2012

João Sant'Anna
Director



3- Declaration of the Principal Authorising Officer by Delegation

I, the undersigned,

Secretary-General of the Ombudsman

In my capacity as Principal Authorising Officer by Delegation:

- 1.** Hereby declare that the information contained in this report is provided in good faith;
- 2.** Certify that I am reasonably certain that the resources allocated to the activities described in this report have been used for the intended purposes and in accordance with the principle of sound financial management and that the control procedures established afford the requisite guarantees as to the legality and regularity of the underlying transactions. This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of self-assessment, ex-post controls and remarks by the Internal Auditor of the Ombudsman, as well as information derived from the reports of the Court of Auditors on financial years preceding that in which this declaration is made;
- 3.** Certify that I am not aware of any fact which has not been stated which could damage the interests of the institution of the Ombudsman.

Done at Strasbourg, on 27 February 2012

Ian Harden
Secretary-General



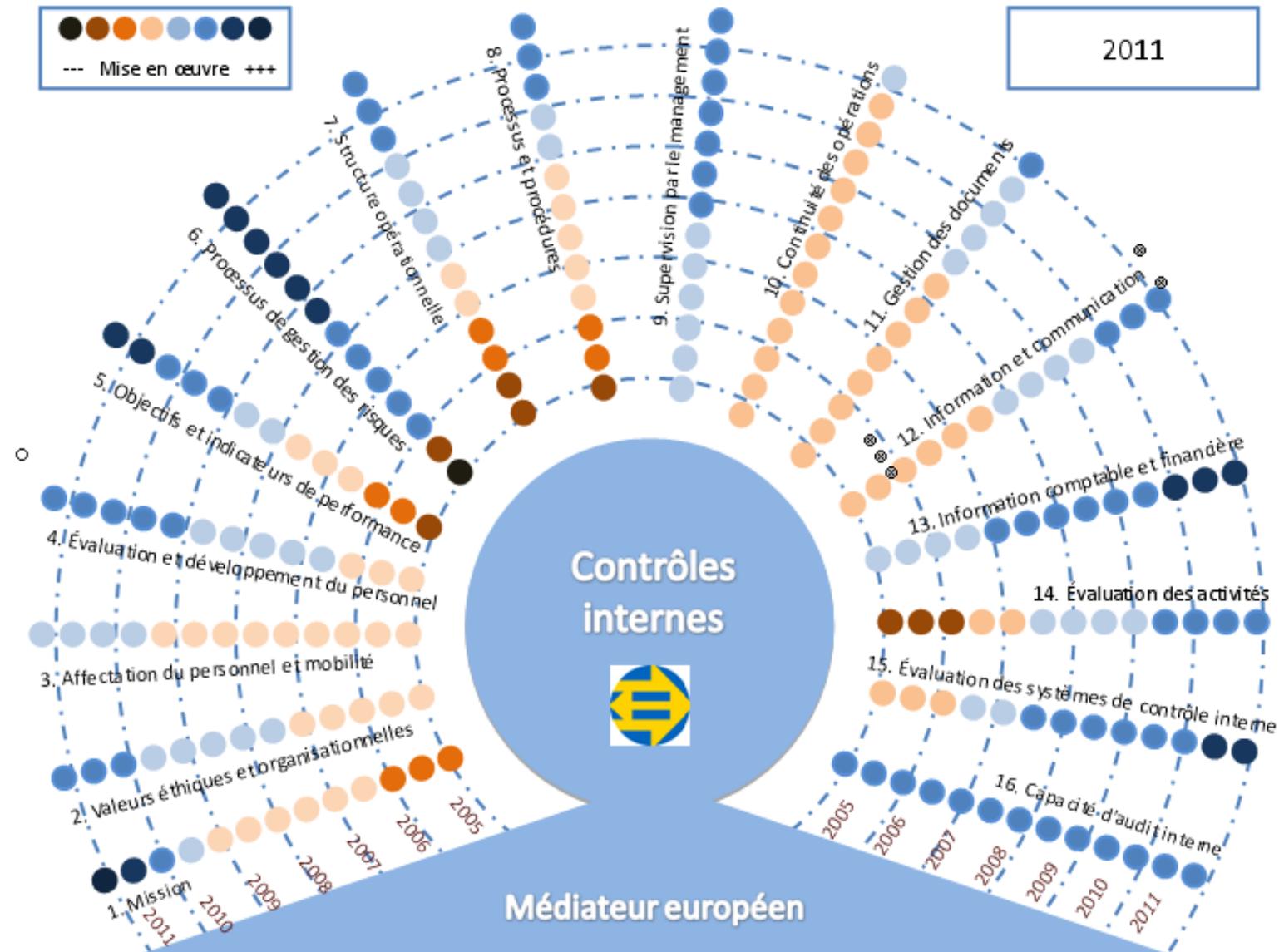
Annexes

Annex 1: Internal control assessment chart

Annex 2: Report on budgetary and financial management for the financial year 2011



Annex 1: Internal control assessment chart





Annex 2: Report on budgetary and financial management for the financial year 2011