



Annual Activity Report

of the Principal Authorising Officer by Delegation

Year 2018

28 March 2019

EN



Contents

Highlights of the year	3
Introduction	4
Part I: The structure and organisation of the Ombudsman's Office	5
Part II: Policy results	8
1. Implementation of AMP 2018 actions	8
2. Scoreboard 2018	14
3. Core activities	15
4. Management Processes	19
5. Supporting processes	19
PART III. Efficiency, economy and internal control measures	24
1. Efficiency and economy	24
2. Management and follow-up of controls	25
3. Overall assessment of the costs and benefits of controls	33
4. Whistleblowing and investigations by OLAF	34
Part IV: Declarations of the Authorising Officers by Delegation	35
1. Declaration of the Authorising Officers by Delegation	35
2. Declaration of the Principal Authorising Officer by Delegation	37
Annexes	39
Annex 1: Human resources and professional training charts	39
Annex 2: The Ombudsman's Operating Framework (PowerPoint Presentation)	44
Annex 3: Report on budgetary and financial management for the financial year 2018	44
Annex 4: Draft Annual Report 2018 of the European Ombudsman	44
Annex 5: <i>Putting it Right? How the institutions responded to the Ombudsman in 2017</i>	44



Highlights of the year

Main achievements in 2018:

Relevance and Impact

1. Reached the highest proportion of complaints within the mandate in the history of the office;
2. Opened a record high number of 482 inquiries on the basis of complaints, including 55 in the public interest;
3. Closed 534 complaint-based inquiries, the highest number so far;
4. Launched five strategic initiatives and closed two strategic inquiries;
5. Presented a Special Report to the European Parliament on the lack of Council legislative accountability;
6. External stakeholders evaluated the Ombudsman's performance resulting in a positive evaluation rate of 75.6%;
7. Launched the nomination process for the 2019 Award for Good Administration;

Visibility

8. Saw a further 17% rise in followers of the Ombudsman's Twitter account compared to 2017;
9. The number of media articles rose by 68% compared to 2017;
10. Organised the annual ENO conference on how ombudsmen can help to build more inclusive societies;
11. Hosted a follow-up seminar to discuss the lessons to be drawn from the OECD's survey on the role of ombudsman institutions in the promotion of open government;
12. Launched the Ombudsman's new Website;
13. Saw a 16% rise of visitors to the Website;
14. Produced the third edition of the "Network in Focus" magazine;

Efficiency

15. Formally launched the Fast-Track procedure for complaints concerning public access to documents;
16. Continued to exceed ambitious internal targets for all complaint-handling key performance indicators;
17. Achieved a budget implementation rate of 95.3%;
18. Continued to enhance the training offer for the development of staff, including compulsory training on the prevention of harassment for both staff and managers;
19. As part of the implementation of the HR Strategy, adopted a decision designating ethics correspondents and a conciliation committee;
20. Adopted and successfully implemented a new staff appraisal tool.



Introduction

The Annual Activity Report (AAR) of the Principal Authorising Officer by delegation of the European Ombudsman is prepared in accordance with Article 74(9) of the Financial Regulation.

The European Ombudsman's Secretary-General and Principal Authorising Officer by delegation took on her duties on 1 September 2018. Her predecessor ended her secondment to the office on 15 February 2018. During the interim period, the Head of the Personnel, Administration and Budget Unit acted as Principal Authorising Officer by delegation.

The AAR 2018 reports on the implementation of the Ombudsman's Annual Management Plan (AMP) for 2018, which was the fourth AMP based on the Strategy *Towards 2019* adopted in November 2014 and reviewed in September 2017.

The present AAR focuses on the organisational, administrative, budgetary and financial aspects of the Office's activities in 2018. Annex 1 contains detailed information on the breakdown and allocation of human resources available to the Ombudsman. The Operating Framework, which sets out our main processes is attached as Annex 2. The detailed report on the implementation of the budget in 2018 is attached as Annex 3.

Outcomes of inquiries and achievements to improve good administration amongst the EU institutions, bodies and agencies, including events and outreach activities, are recorded in the Annual Report of the Ombudsman, which the Ombudsman will submit to Parliament later in the year. For ease of reference, the draft Annual Report for 2018 is annexed to this report (Annex 4) as is the report *Putting it Right? – How the EU institutions responded to the Ombudsman in 2017* (Annex 5), which provides further information on the Ombudsman's impact on the EU administration.



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

The Ombudsman's organisational structure consists of the Ombudsman's private office (Cabinet), the Secretariat-General and seven Units.

The **Cabinet (CAB)** works under the direct instruction of the Ombudsman. It advises and assists the Ombudsman to help ensure implementation of her vision, strategy and objectives. Cabinet members also liaise and represent the Ombudsman externally and draft speeches and articles on behalf of the Ombudsman. The Cabinet manages the Ombudsman's agenda, correspondence and records.

The **Secretary-General (SG)** is responsible for the overall management of the office and for ensuring co-ordination and implementation of the Ombudsman's strategy. All Heads of Unit report directly to the Secretary-General.

The **Inquiries Units (IUs)** deal with the complaints submitted to the Ombudsman. They conduct inquiries into alleged cases of maladministration, look for solutions, and draft decisions closing inquiries and special reports to the European Parliament. The IUs also propose and carry out technical inquiries through the Ombudsman's own-initiative power and deal with queries sent by other members of the European Network of Ombudsmen (ENO).

Since 1 August 2018, there are five units dealing with inquiries compared to six in previous years. The former Inquiries and Process Management Unit was dismantled and the staff reassigned to other entities in the office. The following units also have specific and/or additional responsibilities.

Inquiries Unit 1 (IU1) also deals with the legal aspects of the Ombudsman's **cooperation with the ENO** and explores possibilities for synergies with the Council of Europe and the European Court of Human Rights in areas of common interest. IU1 furthermore oversees the **ICT Sector** which is in charge of (i) ICT equipment and support, (ii) development and maintenance of applications, (iii) technical aspects of the Website, and (iv) ICT relations with the EP and other institutions.

Inquiries Unit 2 (IU2) coordinates inquiries in the public interest. It ensures that such inquiries are consistent, convincing and in line with the Ombudsman's strategic objectives and priorities. It is also responsible for developing further the strategy and outreach of the Ombudsman on key issues like transparency and public access to documents. This includes ensuring effective implementation of the **Fast-Track procedure** for dealing with public access cases.

Inquiries Unit 3 (IU3) also has the responsibility of providing legal advice for matters outside the inquiries-handling process and advises and, where necessary, represents the Ombudsman in Court proceedings.

The **Strategic Inquiries Unit (SIU)** oversees and coordinates the Ombudsman's strategic inquiries and initiatives in collaboration with the other IUs. It also engages with stakeholders in order to inform itself of relevant concerns in relation to possible maladministration. The Unit also represents the Ombudsman in the Article (33)² framework of the UN Convention on the Rights of Persons with Disabilities.

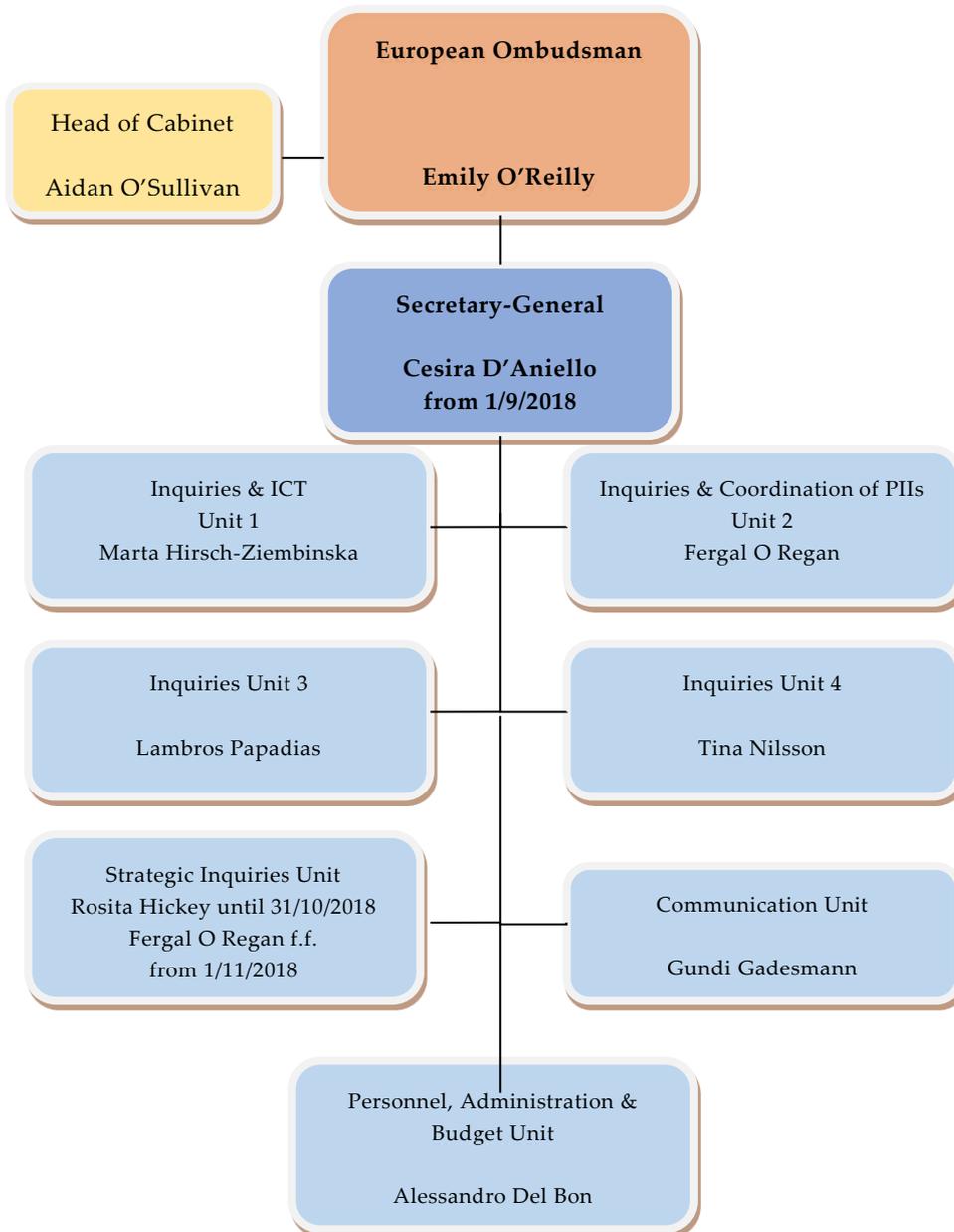


The **Communication Unit (COMM)** supports the Ombudsman's objective of increasing the visibility of the office and co-ordinates the Ombudsman's relations with the European Network of Ombudsmen. The Head of the COMM Unit is the spokesperson for the Ombudsman. The Unit is responsible for social media and media activities and for relations with other external stakeholders, for developing the Ombudsman's policy of reaching out to potential complainants and multipliers, for organising major Ombudsman events and for identifying messages to get across to the media and key events in which the Ombudsman should take part. It also designs and produces the Ombudsman's publications and promotional material and is in charge of the editorial content of the website.

The **Personnel, Administration and Budget Unit (PAB)** is responsible for all administrative matters related to the institution's personnel, human resources, and budget. It is also in charge of recording data into the case management system and of overseeing the functional management of the general records management system and the related implementation of the office's records management and archiving rules. Finally it is the lead service for dealing with applications for public access to documents and requests for information. Its HR sector deals with the drafting of HR policies, recruitment, management of individual rights, internal communication and training, buildings, office space and equipment and co-ordinates translation requests. Its Budget sector coordinates the preparation of the budget estimates and ensures that available resources are used economically and efficiently and in compliance with the applicable financial rules. The Unit establishes and implements the appropriate internal control mechanisms and prepares information for the various budgetary control authorities.



The organisational Chart





Part II: Policy results

The table and the scoreboard below show the results achieved by the office in 2018 on the basis of the priorities, actions and Key Performance Indicator (KPI) targets set out in the AMP 2018.

The following sections provide an analysis of these results and further information on the activities carried out with reference to the main processes of the Operating Framework.

1. Implementation of AMP 2018 actions

The table below lists, in the first column, the actions under the headings used in the Strategy *Towards 2019* and the AMP 2018. The second column indicates the state of implementation of each action.

Actions under objective 1 - "Ensure relevance"

We want to maximise our value to citizens and other stakeholders by focusing on key systemic issues that are most relevant to their interests and concerns.			
Action	State of implementation	Owner(s)	Others directly involved
1. Finalise the OECD survey on open governance in ombudsman offices and present findings at an EO event.	This action was completed. The presentation of the survey findings took place in the framework of a public ENO event on 5 September 2018 in Brussels.	COMM	PAB
2. Gather information on the competences of national ombudsmen to facilitate the planning and organisation of targeted events and joint actions.	The information was gathered and each national ombudsman was sent the relevant information sheet for approval. The next step will be to work with ICT on how to present the information on the website.	IU1	
3. Develop practical suggestions on priority areas such as declarations of interest and harassment prevention.	<u>Harassment prevention</u> : This action was completed. Best practices were identified in the EO's report on dignity at work (SI/2/2018/AMF). <u>Declaration of interest</u> : following an initial review, work is ongoing with a view to producing practical suggestions by mid-2019.	SIU	COMM
4. Develop evaluation tools and/or methods to measure the impact of our work.	Work on this action is ongoing.	SIU	PMIU5



5. Continue the audit and evaluation of case handling to ensure relevance and efficiency.	This action is ongoing. The SG team holds regular meetings with the Cabinet to review the delegated case handling. The Cabinet and the SG team also hold regular meetings with the HIUs to review progress in each unit's caseload.	SG	PMIU5 IUs
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Actions under objective 2 - **Achieve greater impact**

Wa want to make a real difference to the quality of the work of the EU institutions by acting as a driver of change in key areas.			
Action	State of implementation	Owner(s)	Others directly involved
6. Launch the 2019 Award for Good Administration.	This action was completed. The Award was launched on 16 October 2018.	COMM	
7. Launch and consolidate the Fast-Track procedure for access to documents cases.	This action was completed. The Fast-Track procedure was launched in February 2018. It has now been consolidated. Full review to take place in 2019.	IU2/SG	IUs
8. Agree on, and start, actions related to EU open data and public register measures.	Due to other priorities, no specific action was taken in 2018. However, the office is aware of, and supports, the EU Publications Office's initiatives in this area. Pending the outcome of those, the office continues to publish information and documents on its core business and its strategy-related documents on its website. The Ombudsman's filing plan is also published online.	PMIU5	
9. Maintain and expand contacts with bodies at EU and national level concerning ethics, transparency and public integrity.	Contacts were established in 2018 to plan a study trip to the HATVP (Haute Autorité pour la Transparence de la Vie Publique) in Paris to discuss ethics and transparency in public administrations. The study trip took place on 12/2/2019.	SIU	COMM SG/PAB



Actions under objective 3 - **Maintain high visibility**

We want to enhance our ability to influence. Public and institutional awareness of the Ombudsman needs to be stronger and deeper.			
Action	State of implementation	Owner(s)	Others directly involved
10. Finalise the development of, and launch, the new EO website.	This action was completed. The new website was launched in July 2018.	IU1	COMM
11. Finalise the video on the EO's work.	This action was completed. The video was finalised and is available on the website in all languages.	COMM	
12. Organise an event for ENO communicators in Brussels to exchange best practices and discuss new ways of raising awareness of ombudsmen and their work.	This action was completed. An ENO seminar for liaison and communication officers was held in Brussels on 5/6 September 2018.	COMM IU1	
13. Overhaul the ENO Extranet to meet users' needs and to make it a modern interactive tool for ENO cooperation.	This action is ongoing. Phase 1 (consultation of users and proposed new architectural structure) was completed by the external contractor. Phase 2 (graphical redesign) has started in the third quarter of 2018 and will be finalised in 2019.	COMM IU1	
14. Organise workshops with heads of legal departments or equivalent of national ombudsmen on the application of EU law in the context of ENO initiatives.	This action was completed. A first event of the kind was held in Bratislava in February. A workshop of the ENO with the EP and national parliaments took place on 27 November 2018.	IU1	
15. Develop social media guidelines, in cooperation with other EU institutions, and exchange best practices to deal with the challenges EU institutions are facing in terms of the increasing use of, and exposure to, social media.	The draft guidelines are ready and await approval by the other EU institutions.	COMM	



<p>16. Modernise the format and layout of press releases, newsletters and invitations: (i) Create easy to use templates that are visually clear and attractive on different platforms; (ii) Move to electronic newsletters (e.g. for ENO); and (iii) Set-up an online mailing system.</p>	<p>The mailing system and press release templates are up and running. Additional functionalities will be added in 2019.</p>	<p>COMM IU1</p>	
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Actions under objective 4 - **Improve our efficiency**

We want to use our resources to achieve the best possible results.			
Action	State of implementation	Owner(s)	Others directly involved
<p>17. Implement actions agreed by the internal knowledge management network: (i) Create a dedicated knowledge management site for case handling in CMSEO; (ii) Publish interview reports on key inquiries once closed; and (iii) Transfer critical content from SISTEO-LOIS to the new knowledge management site.</p>	<p>This action is ongoing. A dedicated cross-unit task force to reflect and make proposals on how to improve and organise the EO's knowledge management was appointed in late 2018. Implementation of findings will occur in 2019.</p>	<p>SG</p>	<p>IUs</p>
<p>18. Introduce Outlook and website integration into the complaint management system CMSEO.</p>	<p>The background IT research is ongoing.</p>	<p>PMIU5/ IU1</p>	
<p>19. Put in place relevant planning and effective monitoring tools to improve budgetary implementation and to ensure that budgetary requirements are anticipated.</p>	<p>This action was completed. Since the beginning of 2018, operational units are requested to send their forecasts of expenses each quarter. Moreover, a quarterly report for budgetary implementation was developed and circulated in October.</p>	<p>PAB</p>	
<p>20. Assess the benefits of delegating the management of individual entitlements to PMO.</p>	<p>This action was completed. To align the practice with other SYSPER functionalities and to free resources for other priorities, the EO has decided to delegate the management of individual entitlements to PMO in 2019, at a date to be agreed based on PMO's availability.</p>	<p>PAB</p>	



21. Implement a new information architecture for the Ombudsman's Intranet (SISTEO).	This action is ongoing. Phase 1 (consultation of users and proposed new architectural structure) was completed by the external contractor. Phase 2 (graphical redesign) has started in the third quarter of 2018 and will be finalised in 2019.	IU1/PAB	
22. Implement a corporate tool for the administration of missions (MIPS).	This action was completed. MIPS is operational in the Ombudsman's office since December 2018.	PAB	
23. Develop a database and workflow for the management of training activities.	A solution developed by IU1 is in use. Additional features will be developed in 2019.	IU1	PAB
24. Continue implementing the 2017 Human Resources Policy Framework by adopting: (i) new rules on the recruitment of temporary agents; (ii) a decision on part-time work and credit hours; (iii) a diversity policy (anti-discrimination & equal treatment policy); and (iv) a building policy.	The implementation of the HR Policy Framework is ongoing. (i) new rules on the recruitment of temporary agents: on hold pending a review of the establishment plan. (ii) decision on part-time work and credit hours: a draft is being discussed internally. (iii) diversity policy: this issue will be addressed in 2019. (iv) building policy: on hold given the imminent move of the Brussels office to new premises.	PAB	SG/Staff Committee
25. Identify opportunities for staff to take part in the job placement, study visit and staff exchange programme.	In order to focus resources on dealing with the increased workload of cases, the Heads of Unit were asked to limit such requests, especially for case handlers, in 2018. Scheduled placements were cancelled. Concerning other staff, one short placement took place in April (DG Connect) and a second one in August (EC's SG).	PAB	All Units
26. Further improve our recruitment procedures: (i) Reflect and agree on types of profiles sought; (ii) Identify ways and channels to attract talent; (iii) Participate in the European Commission's Career Day; and (iv) Streamline the selection process.	Actions to improve our recruitment procedures are ongoing. Actions in 2019 included (i) proactively approaching successful EPSO candidates to fill vacancies; (ii) reflecting on how we can use social media to promote the EO's profile as a recruiter - actions to be implemented in 2019, and (iii) participation in the European Commission's Career Day of 13	PAB	All Units



	<p>November 2018 for which we received positive feedback - to be continued in the future.</p> <p>In terms of (iv) streamlining the selection process, work is in progress. Our web tool 'Recruiteo' will be upgraded in 2019 to become the central tool for receiving and handling applications.</p>		
27. Implement the migration of all end users to Windows 10.	This action was completed. The migration to windows 10 was prepared in 2018 and implemented for all users in December 2018 and January 2019.	IU1	All Units
28. Prepare an action plan on measures to be taken to implement the new data protection regulation applicable to the EU institutions and ensure follow-up as necessary.	This action was completed. The DPO prepared an action plan whose implementation started in 2018 and will continue in 2019.	DPO/SG	All Units
29. Assign responsibility for Legal Advice for matters outside the inquiries-handling processes to an Inquiry Unit.	This action was completed. IU3 has been given responsibility for such matters. The Head of IU3 also successfully represented the EO in recent court cases.	SG/IU3	



2. Scoreboard 2018

KPI	Strategy objective	Measurement	Owner	Targets for 2018	Results achieved in 2018	Results achieved in 2017
KPI 1	Relevance	Perception of our external stakeholders (rate of positive evaluation)	COMM	70%	75.6%	82%
KPI 2	Relevance	Percentage of complaints within the mandate	PMIU	33%	40% ¹ (880 out of 2180)	34%
KPI 3	Impact	Number of inquiries opened in public interest cases (complaints & OI or strategic inquiries & strategic initiatives)	PMIU/SIU	50	62 (55+2+5)	75 (63+4+8)
KPI 4	Impact	Compliance (previous year's results - composite indicator)	SIU			
		4a - Overall compliance		90%	81%	85%
		4b- Compliance in public interest cases		90%	85%	79%
KPI 5	Visibility	Media and social media activities (composite indicator)	COMM			
		5a- Number of media articles		3 000	3 911	2 323
		5b - Engagement on Twitter		20 000	34 697	22 790
KPI 6	Visibility	Web activities (composite indicator)	IU1/COMM			
		6a- Visitors to the website		400 000	522 023	451 062
		6b - Advice given through the interactive guide to contact a member of the ENO		8 000	9 452 ²	8 349
KPI 7	Efficiency	Handling of complaints and inquiries (composite indicator)	PMIU/IUs			
		7a- Proportion of cases in which the admissibility decision is taken in one month		90%	90% ³	86%
		7b- Proportion of inquiries closed within 6 months		50%	57%	57%
		7c- Proportion of inquiries closed within 18 months		80%	88%	85%
KPI 8	Efficiency	Budget implementation (composite indicator)	PAB			
		8a- Rate of budget implementation		93%	95.3%	93.9%
		8b- Number of payments beyond 30 days		0	1	0

¹ Breakdown by category of cases: within the mandate but inadmissible 14% (301 cases), no grounds 4% (97 cases), inquiries 22% (482 cases)

² Due to a technical issue, the January results were not recorded properly. To produce meaningful results for the year, we took account of the Feb-Dec results and added the average value of one month to the total.

³ Breakdown by category of cases: Outside the mandate 93%, within the mandate but inadmissible 87%, no grounds 74%, inquiries 85%.



3. Core activities

The Ombudsman's work and achievements in relation to the core activities, including statistical data on complaints and inquiries, are described in detail in the Annual Report to the European Parliament for the year 2018, a draft version of which is enclosed with this report as annex 4. This section therefore only gives a brief overview of key developments and achievements, an analysis of the results in terms of the KPIs and cross references to relevant sections of the draft Annual Report.

A. Proactive work

Strategic inquiries and initiatives

Strategic inquiries and initiatives are a key aspect of the Ombudsman's proactive work. They include own-initiative strategic inquiries aimed at addressing systemic issues within the EU administration and strategic initiatives, whereby the Ombudsman pursues important topics without necessarily launching an inquiry.

As mentioned in Part I above, the operational entity in charge of coordinating and carrying out the Ombudsman's proactive work is the Strategic Inquiries Unit.

Detailed information on the topics of strategic inquiries that were ongoing or closed in 2018 can be found in section 2, and relevant statistical data in section 4.1, of the Ombudsman's Draft Annual Report for 2018 (annex 4).

(i) Strategic inquiries

In 2018, no strategic inquiries were launched. Two strategic inquiries were closed. One related to the transparency of the Council legislative process and the other to the accessibility for persons with disabilities of websites and online tools managed by the Commission. Three strategic inquiries were ongoing during 2018. They concerned (i) pre-submission activities organised by the European Medicines Agency, (ii) the Commission's management of 'revolving doors' situations concerning EU staff, and (iii) the treatment of persons with disabilities under the EU's Joint Sickness Insurance Scheme (JSIS).

(ii) Strategic initiatives

In 2018, the Ombudsman pursued five strategic initiatives to encourage EU institutions, bodies, offices and agencies to be as open, accountable, ethical and responsive to citizens as possible. The Ombudsman's strategic initiatives in 2018 concerned the following issues:

- The Ombudsman's contribution to the Commission's public consultation on the transparency and sustainability of the EU risk assessment model in the food chain;
- The promotion of dignity at work in the EU civil service;
- Multilingualism in the EU institutions;
- Effective complaint mechanisms for matters concerning European Structural and Investment Funds; and
- The United Nations Convention on the Rights of Persons with Disabilities and the European Schools.



The European Network of Ombudsmen (ENO)

Although EU law and policies are increasingly important for the everyday life of citizens and residents of the Member States, very few European citizens have direct contact with the EU institutions. For the most part, it is the public authorities of the Member States that administer EU laws and policies. These authorities are supervised by national ombudsmen and similar bodies who are members of the ENO, under the European Ombudsman's chair.

The ENO therefore allows the European Ombudsman to be relevant for, and have a positive impact on, the ability of large numbers of European citizens to enjoy their rights under EU law, including fundamental rights under the Charter.

In practice and, where appropriate, the European Ombudsman advises complainants whose complaints are not within her mandate to contact the member of the ENO best placed to deal with them. In some cases, the Ombudsman transfers the case directly to the relevant member of the ENO.

Furthermore, the query procedure allows members of the ENO to send questions to the Ombudsman about complex EU law-related issues. The Ombudsman received four new queries in 2018. In this context, she carried out two rounds of consultations with the ENO to facilitate the gathering and exchange of information with the European Commission on possible infringements of EU law.

The Ombudsman also conducted a parallel strategic initiative with the ENO on remedies concerning EU funds issues and received seven contributions from ENO members, including from Serbia and Iceland.

As outlined in section C below, the Ombudsman organised two ENO events in Brussels in 2018, one for all ombudsmen and another for liaison officers and communication experts from the ENO.

Detailed information on the ENO-related work is available in section 3.3 of the Ombudsman's draft Annual Report 2018 (annex 4).

B. Complaints handling

Caseload and KPI results

In 2018, the Ombudsman received 2 160 complaints compared to 2 215 in 2017; i.e. a slight decrease of 2.5% following a significant increase of 20% in 2017.

The overall number of new complaints dealt with in 2018 was 2 180, of which 880 were within the mandate, compared to 2 181 complaints dealt with in 2017 and 751 within the mandate. The number of complaints within the mandate has therefore continued to increase significantly in 2018 (+17%) after an increase of 5.5% in 2017.

In 2018, the Ombudsman opened and closed a record number of inquiries. The number of inquiries opened on the basis of complaints was 482 compared to 433 in 2017 (i.e. +11%) and the number of inquiries closed on the basis of complaints was 534 compared to 348 in 2017 (+53%)⁴.

⁴ As mentioned in the 2017 AAR, the increase in inquiries opened and closed partly reflects the fact that, under the implementing provisions adopted in 2016, a number of cases which would have previously been classified as 'no grounds for an inquiry', are now closed as 'inquiries in which no maladministration was found'.



As regards the Key Performance Indicators, the result for KPI 2 (relevance: percentage of complaints within the mandate) has reached the highest score so far; at 40% it is significantly above the target of 33%.

The results for all three components of KPI 7 (efficiency: composite indicator for the handling of complaints and inquiries) are all on, or above, target. The proportions of inquiries closed within six months and 18 months are 57% and 88% respectively (targets: 50% and 80%). The third component, proportion of admissibility decisions taken within one month, after having increased significantly from 69% in 2016 to 86% in 2017, has reached the target of 90% in 2018.

As explained in previous AARs, a process was put in place at the end of 2014, to identify, monitor and give visibility to complaint-based inquiries into public interest matters. The relevant KPI target (KPI 3 impact: number of inquiries opened in public interest cases) was exceeded (target: 50; result: 62).

Information on the work on complaints and the outcome of inquiries is available in section 2 of the Ombudsman's draft Annual Report for 2018 (annex 4). Relevant statistical data can be found in section 4.

Impact, compliance and follow-up

Every year, the Ombudsman publishes a comprehensive account of how EU institutions respond to the Ombudsman's proposals to improve the EU administration. These proposals take the form of solutions, recommendations, and suggestions. The compliance rate is key to measuring the impact and relevance of the Ombudsman's work. The report *Putting it Right? – How the EU institutions responded to the Ombudsman in 2017*, which is enclosed with the present report as annex 5, reveals that the EU institutions complied with the Ombudsman's proposals at a rate of 81% overall. The institutions reacted positively to 80 out of the 99 proposals that the Ombudsman made to correct or improve their behaviour in cases closed in 2018. There were a further 148 cases where the Ombudsman considered that the institutions had taken steps to improve how they work. The report provides a detailed breakdown of the compliance by institution.

All inquiries covered in this report were closed after the new Implementing Provisions adopted in 2016 entered into force. The Ombudsman is pleased to see that the compliance rate remains high. However, more needs to be done by the institutions to raise compliance, particularly when the Ombudsman makes a recommendation to address a finding of maladministration.

C. Communication and outreach

(i) Media and social media activities

The visibility of the Ombudsman in international media outlets and social media channels further increased in 2018. Among the key topics covered were the inquiry into how the European Commission appointed its Secretary-General, the Ombudsman's findings concerning the ECB's participation in the "Group of 30", and the decision to ask for the European Parliament's support in improving legislative transparency in the Council.

The KPI 5 results for the number of media articles increased to 3 911 (target 3 000), mainly due to media coverage of the above-mentioned cases, but also to interviews in which the Ombudsman explained her work to newspapers from across Europe and to initiatives taken by the Office that resonated with the public, such as examining the anti-harassment rules in 26 EU institutions and agencies.



The results for the social media component of KPI 5 exceeded its target. In terms of online engagement on Twitter, we reached 34 697 mentions (target 20 000). The number of Twitter followers further increased by 17% in 2018 from 19 306 (end of 2017) to 22 568 (end of 2018). We attracted on average 9 997 views per month on our Twitter account.

(ii) Outreach activities and events

The Office organised two events related to the European Network of Ombudsman (ENO) which were partly open to the public. The principal event was the annual conference, which took place in March and brought together ombudsmen from all over Europe as well as interested stakeholders and journalists. High-level EU speakers, ombudsmen and experts discussed ways to ensure a fair society for citizens, cross-border problem-solving and future challenges for ombudsmen office. Separate workshops discussed issues such as how to use social media effectively or practical issues related to the integration of migrants and refugees.

The Communication Unit organised a follow-up seminar in September in Brussels which brought together liaison officers and communication experts from the ENO. The seminar looked at how to deepen ENO co-operation. It also examined best practices for engaging with citizens in today's hyper connected world and reflected on lessons that can be drawn from the OECD's survey on the role of ombudsman institutions in open government.

The Ombudsman also launched a new video to describe the nature of her work in a simple way. The video highlights three types of area the Ombudsman can look into: access to information, problems with EU funding and transparency in lobbying. The separate inquiry areas are also split into three very short videos, which are easy to share on social media.

Finally, in October, the Office launched the second Award for Good Administration, following on the very successful first edition of the Award, which saw 90 projects nominated. The Communication Unit ensured the Award was promoted widely within the EU institutions and agencies.

Throughout 2018, the office used gifs and infographs on its Twitter account to explain the Ombudsman's work in an understandable and accessible manner.

(iii) Publications

The Ombudsman presented the Annual Report 2017 to the President of the European Parliament in May 2018. The report detailed, amongst other things, the Ombudsman's key strategic inquiries (including into how EMA handles meetings with pharma companies before they submit applications to have their products given market authorisation) and strategic initiatives, the Ombudsman's visit to Germany and Denmark and the cooperation with the ENO.

The Communication Unit produced the third edition of the "Network in Focus" magazine, looking at how national ombudsmen deal with key issues. The contributions mostly focussed on the themes discussed during the ENO conference in March - ensuring an inclusive society for EU citizens, current and future challenges for ombudsmen, and cross-border problem-solving for EU citizens.

(iv) Website

KPI 6 (visibility: composite indicator for Web activities) has two components. Both the results for the number of visitors to the website (522 023) and the number of persons who received advice through the interactive guide to contact a member of the European Network of Ombudsmen (9 452) are largely beyond the respective targets (400 000 and 8 000). The website was overhauled in 2018 and the new version launched in July. The new website is more user-



friendly, with a better search function so that cases are arranged according to topic; format and date. Major inquiries, publications and events are displayed prominently to allow the user to gain a quick impression of the activities of the office.

4. Management Processes

On 15 February 2018, the former Secretary-General ended her secondment to the Ombudsman's office to take on a Director post at the European Commission. The post of Secretary-General was published thereupon and filled on 1 September 2018.

During the interim period, the Head of the Personnel, Administration and Budget Unit acted as Principal Authorising Officer by delegation and as the main coordination and contact point for all administrative, HR and finance matters while the Ombudsman's Cabinet supervised all complaint, inquiry and management issues directly.

Throughout 2018, the management team continued to hold weekly management meetings to deal with all management and coordination matters as well as periodic ICT coordination meetings.

The weekly initial assignment and coordination meeting (IAC) and a meeting to discuss developments in inquiries in the public interest (PII meeting) also continued to be held.

The Office held its annual staff retreat in Metz, France, on 13/14 June 2018. This provided an occasion to further develop cohesion among all staff and to discuss the current challenges facing the EU. It was combined with a visit to the Robert Schuman House.

The Secretariat-General coordinated the annual risk assessment exercise. The first step - input from staff - was launched in July 2018 through an online survey that invited staff to give their perception of the 'effectiveness' of the Ombudsman's processes. A report on the results of the survey was drawn up. The Secretary-General made her final assessment in October based on the above and further feedback from managers.

In order to continue to promote and enhance leadership effectiveness, the newly appointed Secretary-General launched regular brown bag lunches to discuss management issues among members of the management team in an informal setting.

5. Supporting processes

A. Information management

Information management is a collaborative task.

The Secretariat-General gathers and coordinates information related to overall management objectives (such as for the implementation of the annual management plan, including key performance indicators), audits and various reports to control bodies.

Information management related to the objective of ensuring consistent and well-managed assessments in the Ombudsman's case handling is supervised by the Secretariat-General and, in relation to inquiries in the public interest, coordinated by the PII Coordination Unit.

Data management and data extraction from the case management system is taken care of jointly by the ICT Sector and the Secretariat-General.



Information management relating to administration, human resources and finance is under the responsibility of the Personnel, Administration and Budget Unit.

Promoting good records management and practices within the Office is now also the responsibility of the Personnel, Administration and Budget Unit. The Unit took on this function and that of lead service for dealing with applications for public access to documents and requests for information from 1 August 2018 after the dismantling of the former Process Management Unit.

The Ombudsman's Data Protection Officer (DPO) reports to the Secretary-General in relation to his function.

At the date of the present report, the EDPS is not dealing with any complaint against the Ombudsman.

B. ICT

The Office's ICT activities in 2018 included the provision of new ICT equipment including new corporate copiers, the introduction of new software solutions such as MS Exchange 2016 and Cisco Jabber and the upgrade of the Case Management System to the latest software releases.

The Office also launched the Ombudsman's new website and defined a new Information Architecture for the European Network of Ombudsmen Extranet and the European Ombudsman's Intranet.

Other key actions included support for the integration within the European Ombudsman IT network of the Commission's tool MIPS for the management of staff missions and regular advice to staff in order to secure the office IT environment.

C. Human resources and Administration

Recruitments

The European Ombudsman advertises vacancies to fill permanent positions with established officials from either within the Ombudsman's office (article 29(1)(a) of the Staff Regulations – SR) or by way of transfer (article 29(1)(a)(b) SR). In 2018, one such candidate was recruited by way of transfer following a selection procedure, which took place in 2017.

When no suitable established official is identified, the Ombudsman recruits candidates who have succeeded in competitions organised by the European Personnel Selection Office - EPSO (article 29(1)(c) SR). In 2018, three such candidates were recruited from an EPSO reserve list following a selection procedure.

The European Ombudsman also recruits temporary agents either on permanent or temporary positions.

The Ombudsman may decide to fill a permanent post with a temporary agent (article 2(b) of the Conditions of employment of Other Servants of the European Union – CEOS) whenever she considers that a post should not, or could not, be filled on a permanent basis. Such situations may occur when a post is only vacant for a limited period of time due to the secondment of an official, for instance. It may also occur when the Ombudsman considers that a given task is limited in time and does not require a permanent appointment. Such appointments are preceded by selection procedures.



Two appointments of this kind took place in 2018, following a selection procedure organised in 2017⁵.

Temporary positions in the Ombudsman's establishment plan are filled with temporary agents or established officials by way of secondment. Two appointments of this kind took place in 2018: one following a selection procedure carried out in 2018 and one for replacing a temporary agent in the Cabinet who retired.

Other temporary positions in the Ombudsman's establishment plan are filled following a selection procedure that may be either internal or external to the institution (Article 2(a) CEOS). No such appointment took place in 2018.

Finally, the European Ombudsman employs contract agents selected from lists drawn up by EPSO or by other EU institutions. In 2018, the Ombudsman offered two contracts in accordance with article 3b CEOS to reinforce the Complaints and Inquiries Units, due to one departure and one case handler's long absence.

Departures

Two contract agents left due to the termination of their contracts. One contract agent resigned because he was offered a post as an official in another institution.

A seconded official terminated her secondment to the European Ombudsman after having been offered a new position in her institution. Four established officials were transferred to another institution. Finally, one temporary agent and one established official retired.

Migration to the staff management tool SYSPER 2

In 2018, the SYSPER rights module was fully implemented. Furthermore, the Ombudsman started using the SYSPER modules for HR reporting and Staff Assessment (EVA).

D. Budget and Finance

(i) Execution of the 2018 budget

The appropriations available in the Ombudsman's budget for 2018 amounted to EUR 10 837 545. Title 1 (Expenditure relating to persons working for the institution) amounted to EUR 8 644 061. Title 2 (Buildings, equipment and miscellaneous operating expenditure) amounted to EUR 1 727 184. Title 3 (Expenditure resulting from special functions carried out by the institution) amounted to EUR 466 300.

The detailed report on the implementation of the budget is attached to the present report as Annex 3.

The following table shows expenditure in 2018 in terms of appropriations committed and paid (in Euros).

⁵ Since one of these appointments started only in July 2018, an interim appointment on a short-term contract was made additionally from January to June.



Title	Initial budget 2018	Final budget 2018⁶	Committed	Paid
Title 1	8 644 061	8 558 161	8 257 157.45	8 218 552.97
Title 2	1 727 184	1 841 284	1 791 305.47	1 508 383.97
Title 3	466 300	438 100	283 352.95	171 013.21
Total	10 837 545	10 837 545	10 331 815.87	9 897 950.15

The implementation rate (including appropriations carried over from 2018 to 2019) is 95.3 % (compared to 93.9 % in 2017). Of the total appropriations, 91.3% were paid (compared to 86.2% in 2017).

Furthermore, 82.64 % of the appropriations carried over to 2018 from 2017 were used (compared to 93.85 % in 2016).

In the following table, all totals are cumulative.

Indicators	Target 2018	Q1	Q1+Q2	Q1-Q3	2018	(2017)
F1: Percentage of budget implementation	Total : 93 %	88.1 %	94,7 %	95.6 %	95.3 %	(93.9 %)
F2: Number of operations paid over the 30-day time limit	Total : 0	1	1	1	1	(0)

The average time for payment of invoices from private providers of goods and services was 12.40 days (12.90 days in 2017).

(ii) Transfers

During 2018, one modification of the establishment plan and two transfers between budget lines 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' (Annex 3). The total amount transferred was EUR 148 700 (1.37 % of the total appropriations for 2018).

(iii) Procurement

Three low-value contracts not exceeding EUR 60 000 were awarded following procurement procedures launched in 2018.

⁶ After transfers.



(iv) The 2019 Estimates

Estimates for the year 2019 were sent to the Commission, Parliament and the Council on 16 March 2018.

Total appropriations for 2019 are EUR 11 496 261, which represents an increase of EUR 658 716 or 6.08 % compared to the budget for 2018. Title 1 (Expenditure relating to persons working with the institution) amounts to EUR 9 306 264. Title 2 (Buildings, equipment and miscellaneous operating expenditure) amounts to EUR 1 724 897. Title 3 (Expenditure resulting from general functions carried out by the institution) amounts to EUR 465 100.



PART III. Efficiency, economy and internal control measures

1. Efficiency and economy

Significant efforts were made in 2018 in order to generate, to the greatest extent possible, savings necessary to finance the various additional needs and projects identified for 2018. In 2018, compared to 2017, the Ombudsman managed to make savings amounting to EUR 161 780. Costs were cut, among other lines, on the appropriations for communication and external meetings. The overall amount of savings made by far exceeded the total increases in other lines of the budget (EUR 93 884).

The 2019 budget, prepared in 2018, makes thorough reductions in discretionary expenditure under Titles I, II and III of the Ombudsman's budget. In spite of the significant weight the increase of salaries and allowances (9.8% increase of the budget line 1200 compared to 2018) has on the Ombudsman's budget, the overall increase is limited to 6.1% compared to 2018.

The following table shows the budget lines where reductions were made:

Title I	Budget 2018	APB 2019	+/- in €/2018	+/- in %/2018
A-1 0 0 Salaries, allowances and payments related to salaries	433.500	427.937	-5.563	-1.28%
A-1 0 3 Pensions	8.000	6.000	-2.000	-25.00%
A-1 2 0 4 Entitlements on entering the service, transfer and leaving the service	60.000	30.000	-30.000	-50.00%
A-1 6 1 0 Expenditure on recruitment	5.000	3.000	-2.000	-40.00%
A-1 6 3 2 Social contacts between members of staff and and other social measures	7.000	6.650	- 350	-5.00%
Total A-1	513.500	473.587	-39.913	-7.78%

Title II	Budget 2018	APB 2019	+/- in €/2018	+/- in %/2018
A-2 0 0 0 Rent	1.042.984	1.040.697	-2.287	-0.22%
A-2 3 0 0 Stationery, office supplies and miscellaneous	11.000	8.000	-3.000	-27.27%
A-2 3 0 1 Postage on correspondence and delivery charges	5.000	3.000	-2.000	-40.00%
A-2 3 0 2 Telecommunications	11.000	8.000	-3.000	-27.27%
A-2 3 0 5 Legal costs and damages	15.000	5.000	-10.000	-66.67%
Total A-2	1.084.984	1.064.697	-20.287	-1.87%

Title III	Budget 2018	APB 2019	+/- in €/2018	+/- in %/2018
A-3 2 1 0 Communication and publications	179.000	140.000	-39.000	-21.79%
A-3 3 0 0 Studies	17.800	15.000	-2.800	-15.73%
Total A-3	196.800	155.000	-41.800	-21.24%



2. Management and follow-up of controls

(i) Recommendations from the Internal Auditor

Internal Audit Report 18/01 - The Internal Auditor's Annual Report for 2017

The Internal Auditor's annual report for 2017 concluded that, subject to (i) closure of the remaining action from Report 16/03 on Business Continuity management, and (ii) full implementation of the agreed action plan from the audit of individual entitlements, the Institution's risk management, control and governance systems are effective and efficient and provide reasonable assurance of attaining its control objectives on a consistent basis.

Internal Audit Report 17/04 - Consulting assignment on potential synergies between the ARES record management system and the case management system (CMSEO)

This consulting assignment was intended to provide advice on the implementation of the ARES information system at the Institution and potential synergies with the Case Management System (CMSEO). The review resulted in two recommendations, one intended to foster collaboration between the European Ombudsman's business units and the ICT Sector, and a second one to encourage the Institution gradually to look for potential synergies between ARES and CMSEO.

(ii) Observations from the Court of Auditors

In the framework of the Statement of Assurance audits (SoA) 2017, the Court of Auditors indicated in its annual report that it did not identify any specific issues concerning the European Ombudsman.

(iii) Follow-up of recommendations from the Committee on Budgetary Control in the framework of the discharge procedures

2016 discharge

On 18 April 2018, Parliament adopted the discharge decision for the 2016 budget⁷.

The Ombudsman sent its follow-up report to the Budgetary Control Committee on 24 September 2018. It contained the following information (Parliament's observations are set out in italics and the Ombudsman's responses in the text boxes below):

Point 4: Welcomes the overall prudent and sound financial management of the Ombudsman in the 2016 budget period; expresses support for the successful paradigm shift towards performance-based budgeting in the Commission's budget planning introduced by Vice-President Kristalina Georgieva in September 2015 as part of the "EU Budget Focused on Results" initiative; encourages the Ombudsman to apply that method to its own budget-planning procedure

As acknowledged by the EP in point 5 of its resolution, the Ombudsman's budget is purely administrative. Performance-based budgeting is, strictly speaking, most relevant for, and applicable to, operational and programme-based budgets. Nevertheless, in planning its budgetary needs, the

⁷ European Parliament decision of 18 April 2018 on discharge in respect of the implementation of the general budget of the European Union for the financial year 2016, Section VIII – European Ombudsman (2017/2143(DEC))



Ombudsman takes account of the results of a number of measurements and statistical data that inform and directly impact the office's work.

These include (i) the results achieved in relation to the key performance indicators adopted by the Ombudsman as part of the Strategy "Towards 2019" to help measure how successful the office is in implementing the strategy; and (ii) other casework related information (e.g. evolution of the caseload of complaints and inquiries).

The Ombudsman is therefore committed to ensure that all available funds are spent in a result-oriented manner and aligned with the Ombudsman's high level objectives and priorities as outlined in her strategy.

Point 7. Stresses the pivotal role of the Ombudsman in promoting good governance and ensuring the participation of civil society in the Union; notes that the Ombudsman closed five strategic inquiries and opened four new ones in 2016 on issues related, inter alia, to transparency and conflicts of interest; encourages the Ombudsman to pursue its strategic work with the aim of promoting good governance of the Union institutions

The Ombudsman welcomes this recommendation and is determined to pursue her efforts to promote good governance within the EU institutions.

Point 8. Welcomes the decision to reduce communication and translation costs linked to the production of publications without undermining their quality; notes that the length of the documents was reduced, and is therefore interested to know if the information now excluded from the publications is nevertheless accessible on demand

All information on the Ombudsman's activities and casework, in particular details of inquiries, which were previously published in the Annual Report more extensively, continues to be available on the website. The Ombudsman's new website launched on 23 July 2018 provides a thematic classification of cases, which should make it even easier for citizens and other interested parties to follow her work. Additionally, it seems worth mentioning that a special effort was made to substantially shorten the annual publication for the European Network of Ombudsmen (ENO), which is available in five languages.

Point 10. Notes the results achieved in the complaints handling in 2016 and notes the fact that the Union institutions complied with the Ombudsman's decisions at a rate of 84 % (83 % in 2015); notes that this has been the second highest rate of compliance with the Ombudsman's decisions and recommendations so far; recommends that the Ombudsman keep on working and analysing possible solutions to reach at least the 88 % that was achieved in 2014; notes that the rate of follow-up to critical remarks was of 63 % in 2016 (41 % in 2015); welcomes the Ombudsman's report 'Putting it Right', which provides an analysis of how institutions complied with its recommendations and presents a breakdown per institution;

The Ombudsman will pursue her efforts to encourage, to the maximum extent possible, institutions to comply with her recommendations and suggestions and thus to reach an even higher compliance rate.



Point 13. Reiterates its concern at the “internal revolving door” between the Ombudsman and other institutions, particularly the Commission’s directorates which might be under its scrutiny;

As explained in the follow-up report on the 2015 discharge, the Ombudsman has been constantly aware of this issue and has adopted a further guide on ethics and good conduct on 5/07/2017, which deals, among other things with the issue of internal ‘revolving doors’. Its section on conflicts of interest provides the following:

“ As a rule, staff members may not, during the performance of their duties, deal with any matter in which they have a direct or indirect personal interest that may compromise their independence and, by extension, the Ombudsman’s interests.

In addition, staff members should take the initiative of informing their hierarchy immediately of any potential issue giving rise to a conflict of interest. A staff member should thus communicate to the administration any situation where they believe that a conflict of interest, or an appearance of a conflict of interest, has arisen and take measures to avoid such situation occurring in the first place. To implement this proactive approach, for example, a staff member needs to declare all interests when joining the Ombudsman’s Office, so as to allow the hierarchy to allocate to the staff member tasks which have no connection with those interests.

In case of doubt, staff members may obtain the advice of someone not directly involved and/or contact the Ethics Officer(s).

Furthermore, in addition to the general obligation under the Staff Regulations, staff members may not, for a period of one year following their recruitment, deal with a complaint or inquiry, or a tender or other procedure, in which they were involved or had a direct or indirect interest in their previous employment.

Again, in addition to the general obligation under the Staff Regulations, any incoming staff from other EU institutions, bodies, offices or agencies who draft, or are part of the approval circuit for inquiries, must not, for one year, deal with cases involving their former DG, department, division or equivalent. This ‘cooling off period’ on cases is two years for senior staff (i.e. Directors, Secretary-General, and Head of Cabinet).”

Additionally, in case of outgoing staff transferred to other institutions, appropriate measures are taken to ensure that, during the remainder of their time in the Ombudsman’s office, they are not assigned or involved in matters that are likely to concern their upcoming functions.

Point 14. Notes that some of the targets set by the Ombudsman to assess its performance through key performance indicators were not reached⁸ ; asks the Ombudsman to identify the measures taken to enhance its results;

The Ombudsman has established key performance indicators (KPIs) and ambitious targets for measuring its relevance, impact, visibility and efficiency. As part of the Annual Management Process, the KPI targets are reviewed, and where necessary, revised, on the basis of experience. The measures taken by the Ombudsman to enhance the results include continuous review and streamlining of processes and monitoring of our work (results are reviewed based on periodical reports and monthly statistics in relation to the casework and quarterly scoreboards for all other KPI targets). Some of the KPI results can be directly influenced by the Ombudsman’s efficiency

⁸ The impact of compliance; the visibility through visits to the website and use of the interactive guide to contact a member of the ENO; and the proportion of cases in which the admissibility decision is taken in one month - did not reach the target objective established by the Ombudsman.



actions while others are essentially dependent on external factors over which the Ombudsman only has limited control.

As a consequence, in **2017**, the KPI result for overall compliance (4a) did not reach the ambitious target of 90% but, at 85%, was up two points from the previous year.

KPI 5a (number of media articles) did not reach the target. This figure is difficult to predict or influence because it depends on the type of cases the Ombudsman deals with and the media attention they attract (for ex. in 2016, a case about the former Commission president drew a lot of media attention - 2300 articles on that case alone).

KPI 5b (engagement on twitter) - target exceeded

KPI 6a (visitors to the website) and 6b (advice to contact a member of the ENO) both results exceeded the target.

KPI 7a (proportion of cases in which the admissibility decision is taken in one month): This efficiency indicator is being monitored very closely. With a result of 86% in 2017 (up from 69% in the previous year), considerable progress was made towards reaching the target.

Point 15. Welcomes the gender balance at management level and within administrators; encourages the Ombudsman to maintain this trend;

The Ombudsman welcomes the recommendation, which does not require any specific action at present.

Point 16. Notes the persisting geographical imbalance at management level; notes that two of the three managers from the Ombudsman's Member State occupied managerial positions in the Office for many years before the election of the present Ombudsman and are officials, whereas the third joined as a head of Cabinet at the beginning of the present's Ombudsman's term of office; acknowledges that it is therefore difficult to change the situation in the short-term, but encourages the Ombudsman to strive for geographical balance in management positions in the long-term.

The Ombudsman takes note of the recommendation.

Point 20. Notes that there is still one ongoing complaint made to the European Data Protection Supervisor (EDPS) concerning the Ombudsman in 2016; notes that the Ombudsman's Office is, in close cooperation with the EDPS, reviewing the Office's procedure for handling personal data of third parties in complaints and inquiries; asks the Ombudsman's Office to keep Parliament's Committee on Budgetary Control informed about the outcome of the review;

Following a formal consultation, the EDPS was satisfied with the review and the implementation of the recommendations and closed the case in question in January 2018.

Point 22. Expresses the need to establish an independent disclosure, advice and referral body with sufficient budgetary resources, in order to help whistleblowers use the right channels to disclose their information on possible irregularities affecting the financial interests of the Union, while protecting their confidentiality and offering needed support and advice.

The Ombudsman is aware of the ongoing legislative procedure regarding the matter and remains at Parliament's disposal to share expertise and good practices, if needed.



Point 23. Notes that the Ombudsman has provided timely follow-up to the 2015 discharge i.e., before 30 June 2018, in its report to Parliament's Committee on Budgetary Control, in compliance with Article 166 of the Financial Regulation; regrets, however, the lack of data from 2016 in different sections of the Ombudsman's annual activity report for 2016;

The Ombudsman is not sure what the date of 30 June 2018 refers to (the follow-up report was sent to the CONT rapporteur on 29/9/2017). In relation to the 'lack of data' in the 2016 AAR, the Ombudsman understands this to concern (i) the information on how the EU institutions responded to the Ombudsman's recommendations and suggestions in 2016 and (ii) the Ombudsman's follow-up to the recommendations made in the context of the 2015 discharge.

In relation to (i), it should be noted that the "Putting it Right report", which provides this information is always drawn up at the end of the year that follows that of the decisions in question. This is because the Ombudsman can obviously request follow-up from institutions only *after* a case is closed with the relevant suggestions and/or recommendations. The institutions' responses to decisions made in a given year can therefore only be analysed the following year. The "Putting it Right Report" drawn up in late 2016 and annexed to the AAR for 2016 thus necessarily relates to follow-up to Ombudsman decisions made in 2015. The "Putting it Right Report", which deals with the follow-up to decisions closed in 2016 was drawn up in December 2017 and annexed to the AAR for 2017.

In relation to (ii), as indicated in the AAR, this information was not available at the time of drafting and adopting the AAR for 2016 but was subsequently sent to CONT in the Ombudsman's follow-up report to the discharge decision.

24. Regrets the decision of the United Kingdom to withdraw from the European Union; observes that at this point no predictions can be made about the financial, administrative, human and other consequences related to this withdrawal; asks the Ombudsman and the Court to perform impact assessments and inform Parliament of the results by the end of the year 2018

The EO has assessed the impact of Brexit on its internal functioning (administration, staff and finances) in terms of the consequence on its workload, i.e. the likely increase or decrease of the number of complaints and inquiries due to the withdrawal of the UK from the EU.

In relation thereto, it should be noted that, in 2017, the Ombudsman received 122 complaints from the UK (5.5% of all complaints received) and opened 19 inquiries (4.4% of all inquiries opened in 2017). These figures cannot however directly be translated into a corresponding foreseeable reduction of the Ombudsman's post-Brexit workload because EU citizens who reside in the UK will continue to have the right to complain to the Ombudsman as will UK citizens residing in one of the Member States.

The Ombudsman expects a likely increase of complaints from EU citizens or other EU-based entities on issues such as staff matters, grants and contracts affected by Brexit in one way or another.

It is recalled that, in 2017, the Ombudsman started a Strategic Initiative into the transparency of the Brexit negotiation process. Furthermore, she received several Brexit related complaints, mostly about access to documents. She will keep monitoring the complaints she receives and inquiries she conducts in relation to this matter and report back in the 2018 Annual Report.



2017 discharge

On 26 March 2019, the European Parliament adopted the discharge decision for the 2017 budget⁹. The recommendations are set out below and the Ombudsman's comments on them appear in the text boxes.

Point 4: Welcomes the Ombudsman's commitment to ensure that all available funds are spent in a result-oriented manner and welcomes the fact that it is taking into account the results of a number of measurements and statistical data that impact directly on the office's work [...].notes, however, that the KPI for overall compliance reached only 85 % and fell short of the target of 90 %; encourages the Ombudsman to continue to improve its performance in this regard.

The Ombudsman takes note of this and is committed to pursuing her efforts to encourage, to the maximum extent possible, institutions to comply with her recommendations and suggestions and thus to reach an even higher compliance rate.

Point 10: Welcomes the Ombudsman's compliance with the inter-institutional agreement to reduce staff by 5 % between 2013 and 2017 with an overall contribution of 3 posts; notes, however, that in the meantime, the contractual staff increased from 8 to 15 and remunerated trainees from five to nine; is concerned that part of this increase results from the need to compensate for the overall reduction in staff, and might be detrimental to the distribution of workload and the long-term organisational development of the institution.

Point 11: Notes the increase of received complaints by 20 %, from 1 839 in 2016 to 2 216 in 2017; notes that the Ombudsman opened a total of 433 inquiries on the basis of complaints (245 in 2016) and closed 348 such inquiries (291 in 2016); notes that this increase is due inter alia to new implementing provisions under which a number of cases which would have previously been classified as 'no grounds for an inquiry', are now closed as 'inquiries in which no maladministration was found'; stresses that due to the steady increase in the number of complaints submitted to the Ombudsman, the workload for the Ombudsman's Office has become too heavy; asks for an increase of the budget for the Ombudsman to tackle this.

The Ombudsman indeed has limited resources to deal with an ever increasing workload. To address this issue, the Ombudsman has conducted a review of the establishment plan and made requests to the budgetary authorities in the framework of the 2020 budget procedure with a view to aligning the establishment plan with the actual needs and workload of the office. This includes the identification of functions of a permanent nature that should be carried out by permanent staff rather than by contract agents.

Point 15: Welcomes the continuous efforts to reduce translation costs, primarily linked to the production of publications; welcomes that translation expenses decreased by 11 % from EUR 293 000 in 2016 to EUR 263 000 in 2017; takes note that the Ombudsman annual activity report recognises that a threshold has been reached below which it will be difficult to go in the future; therefore encourages the Ombudsman to mindfully keep on working in the efforts to reduce translation costs without endangering the good functioning of the translations and publications.

The Ombudsman takes note of this recommendation.

⁹ Decision on discharge in respect of the implementation of the European Union general budget for the financial year 2017, Section VIII - European Ombudsman (2018/2174(DEC)).



Point 21: Reiterates that the Ombudsman is encouraged to strive for geographical balance in management positions in the mid- to long-term and to ensure that there is a proportionate representation of all Member States among the population of the staff.

The Ombudsman takes note of this recommendation.

Point 22: Welcomes the Ombudsman's efforts to improve the work-life balance of its staff; notes that as from 2017, flexitime has become the default working regime that applies to all staff, including trainees; further notes that a total number of 58 out of 83 active members of staff made use of the possibility to telework in 2017; encourages the Ombudsman to continue striving for an exemplary and innovative role in all personnel matters given its role on issues related to ethics and working conditions within the EU institutions;

The Ombudsman takes note of this recommendation.

Point 23. Notes that there have been no harassment cases in 2017 at the Ombudsman, welcomes the adoption of the harassment prevention and protection policy as well as the planned training programme for all staff, including managers; welcomes, moreover, the adoption of the Guide on Ethics and Good Conduct for the Ombudsman's staff and the Internal Charter of Good Management Practice; encourages the Ombudsman to closely monitor the efficiency of its policy; to continue raising awareness about harassment at the work place and to foster a culture of zero tolerance toward harassment and asks the Ombudsman to report back to the discharge authority in its next annual activity report.

The Ombudsman takes note of this recommendation.

Point 24. Notes with satisfaction that the issue of 'revolving doors' has been addressed by the Guide on Ethics and Good Conduct; calls on the Ombudsman to ensure that these guidelines are effectively applied and asks the Ombudsman to report back to the discharge authority in its next annual activity report.

The Ombudsman takes note of this recommendation and is committed to ensuring effective implementation of the Guide on Ethics and Good Conduct.

Point 26. Notes with satisfaction that the issue of 'revolving doors' has been addressed by the Guide on Ethics and Good Conduct; calls on the Ombudsman to ensure that these guidelines are effectively applied and asks the Ombudsman to report back to the discharge authority in its next annual activity report.

The Ombudsman takes note of this recommendation.



(iv) Management of the internal control systems

The AMP for 2018 identified a number of actions to reinforce the effectiveness of our internal control standards. These actions and their outcome are reflected in the table below.

Action	State of implementation	Owner(s)	Support
ICS 2 - Ethical and organisational values Take actions to implement the harassment prevention decision including designation of ethics officers and awareness raising.	This action was completed. All staff participated in a compulsory training on harassment prevention in September. A specific session for Heads of Unit took place in November 2018. The EO adopted a decision designating ethics correspondents (one in Brussels and one in Strasbourg) and the members of the Conciliation Committee.	PAB/SG	
ICS 4 - Staff appraisal and development Ensure timely and effective implementation of the EO decision and a smooth transition to the new appraisal process.	This action was implemented in the first quarter of 2018. The 2017 appraisal process was conducted successfully and timely with the new Sysper tool.	PAB/SG	IU1
ICS 7 - Operational structure Designate and train another administrator to whom the EO can delegate the role of authorising officer.	This action was completed. The Head of IU1 followed the ABAC training for authorising officers and now has the relevant delegations.	PAB/SG	
ICS 8 - Processes and procedures Monitor and evaluate the effectiveness of the Fast-Track procedure for dealing with public access cases.	This action was completed (also appears as action 7 in part II.1 above). The Fast-Track procedure was launched in February 2018. It has now been consolidated. Full review to take place in 2019.	SG/IU2	PMIU5/ IUs
ICS 9 - Management supervision Assign additional control tasks to the Head of the Finance Sector, in particular in procurement procedures.	The Head of the finance sector is included in additional control procedures for procurement and in the processes involving expenditure.	SG/PAB	



3. Overall assessment of the costs and benefits of controls

The Ombudsman's Office has assessed the cost-effectiveness of the control system and reached a positive conclusion, although the benefits of controls are mostly non-financial.

Costs

Costs of controls on financial operations (payments of invoices, reimbursements of mission expenses, salaries and individual allowances), which mostly consist in staff costs represent 0.8 full time post, i.e. approximately EUR 58 601, or 0.55 % of the total expenditure (0.5% in 2017). For procurement procedures, an estimated amount of EUR 4 499 was invested in controlling three procedures for contracts of a total value of EUR 30 000.

<u>Type of controls</u>	<u>Full-time equivalent</u>	<u>Annual cost (EUR)</u>
Ex-ante controls	0.8	58 601
Ex-post controls	tbd	tbd
Procurement procedures	0.05	4 499
TOTAL	0.85	63 100

Benefits

While it is possible to estimate the costs of the control processes, it is more difficult to quantify all the benefits of the errors prevented and detected. Financial benefits mainly consist in occasional ex-post recovery of mission expenses and in ex-ante detection of errors in financial operations.

The benefits of controls are mostly non-financial. They help ensure compliance with legal obligations (article 74(5) of the Financial Regulation), have a deterrent effect and help improve procedures. Extensive ex-ante controls ensure the respect of the "four eyes" principle and add an element of *security* to decisions taken by the authorising officer. The ex-ante verifier also monitors new developments in regulations and plays an advisory role to the financial team.

For procurement procedures, considering the complexity of these activities and the limited number of contracts awarded each year by the Ombudsman, systematic operational and financial verifications are necessary to prevent the risk of reputational damage and avoid litigation.

How to improve the cost-benefit ratio of controls

The table below shows the indicators which were put in place to monitor the efficiency of controls for financial operations: (i) average cost of controls per financial transaction¹⁰, (ii) number and percentage of errors prevented (ex-ante control)¹¹, (iii) number of errors corrected (ex-post control) and iv) number of errors prevented for procurement procedures. The evolution of these indicators should be analysed over time.

¹⁰ Overall cost of controls divided by the number of authorised payments.

¹¹ Number of errors prevented divided by the number of authorised payments.



Type of controls	Indicator	2016	2017	2018
<i>Ex-ante</i> and <i>ex-post</i> controls on financial operations	Cost of controls per transaction (EUR)	43	41	50
	Number of errors prevented (<i>ex-ante</i>)	102	123	103
	% of errors (<i>ex-ante</i>)	9.03%	9.69%	8.85%
	Number of errors corrected (<i>ex-post</i>)	0	0	tbd
Procurement procedures	Number of errors prevented (<i>ex-ante</i>)	n/a	n/a	0

Taking into account the obligations resulting from the Financial Regulation such as the “four eyes” principle, we consider that the costs and the benefits of controls performed at present are efficient and necessary. Our control model is regularly reviewed and we examine whether it would be possible to make it even more cost-effective and efficient. The implementation by the Ombudsman in 2019 of the European Commission’s management tool for missions (MIPS) includes the delegation of the calculation of mission expenses to PMO. An analysis of the main risks associated with the amount of mission expenses will be performed in 2019 in order to adapt the frequency and the type of controls and thus avoid duplication of controls already performed by PMO.

Because we have not yet identified a staff member who combines both the necessary skills and the independence from the financial circuit, we were not able to perform *ex-post* controls in 2018 to verify operations already approved following *ex-ante* controls and to include the relevant results in this report. In 2019, following internal consultations and an analysis of the qualifications of existing staff, the Secretary-General will appoint a staff member to do *ex-post* verifications.

The *ex-ante* controls in the procurement procedures carried out in 2018 did not reveal any mistakes of a substantial nature but rather clerical ones, such as typos, missing documents in the invitation letters to contractors, or lack of signature of the contractor in the order form.

4. Whistleblowing and investigations by OLAF

The Secretary-General is not aware of:

- any member of staff of the Ombudsman providing information under Article 22(a) of the Staff Regulations; or
- any OLAF investigation concerning the Ombudsman, or any person working in the Ombudsman's Office, in 2018.



Part IV: Declarations of the Authorising Officers by Delegation

1. Declaration of the Authorising Officers by Delegation

I, the undersigned,

Head of Inquiries Unit 1,

In my capacity as Authorising Officer by Delegation hereby declare that I have reasonable assurance that:

1. The information contained in the report presents a true and fair view;
2. The resources assigned to the activities described in the report have been used for their intended purpose and in accordance with the principle of sound financial management;
3. The control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions;
4. The costs and benefits of controls are adequate.

This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of self-assessments, 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.

I 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.

Strasbourg, 28 March 2019

Marta Hirsch-Ziembinska
Head of Inquiries Unit 1



I, the undersigned,

Head of the Personnel, Administration and Budget Unit,

In my capacity as Authorising Officer by Delegation hereby declare that I have reasonable assurance that:

1. The information contained in the report presents a true and fair view;
2. The resources assigned to the activities described in the report have been used for their intended purpose and in accordance with the principle of sound financial management;
3. The control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions;
4. The costs and benefits of controls are adequate.

This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of self-assessments, 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.

I 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.

Strasbourg, 28 March 2019

Alessandro Del Bon
Head of the Personnel, Administration, and Budget Unit



2. 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 hereby declare that I have reasonable assurance that:

1. The information contained in the report presents a true and fair view;
2. The resources assigned to the activities described in the report have been used for their intended purpose and in accordance with the principle of sound financial management;
3. The control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions;
4. The costs and benefits of controls are adequate.

This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of self-assessments, 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.

I 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.

Brussels, 28 March 2019

Cesira D'Aniello
Secretary-General



Annexes:

Annex 1: Human resources and professional training charts

Annex 2: The European Ombudsman's Operating Framework

Annex 3: Report on budgetary and financial management for the financial year 2018

Annex 4: The European Ombudsman's draft Annual Report for 2018

Annex 5: *Putting it Right? How the institutions responded to the Ombudsman in 2017*



Annexes

Annex 1: Human resources and professional training charts

A. Breakdown of human resources available to the Ombudsman

The European Ombudsman's job-screening exercise is carried out in accordance with Article 53 of the Financial Regulation. Taking into account the size of the office, the methodology applied is the one developed by the European Commission as applied by agencies.

The screening of jobs is a top-down and across-the board analysis of all jobs based on the organisational chart. The aim is to categorise the human resources according to the organisational role each job is serving: Administrative Support and Coordination, Operational and Neutral. The categorisation of all jobs is undertaken with a specific interest in identifying the job evolution in each of the roles with a view to increasing the proportion of jobs dedicated to operational activities.

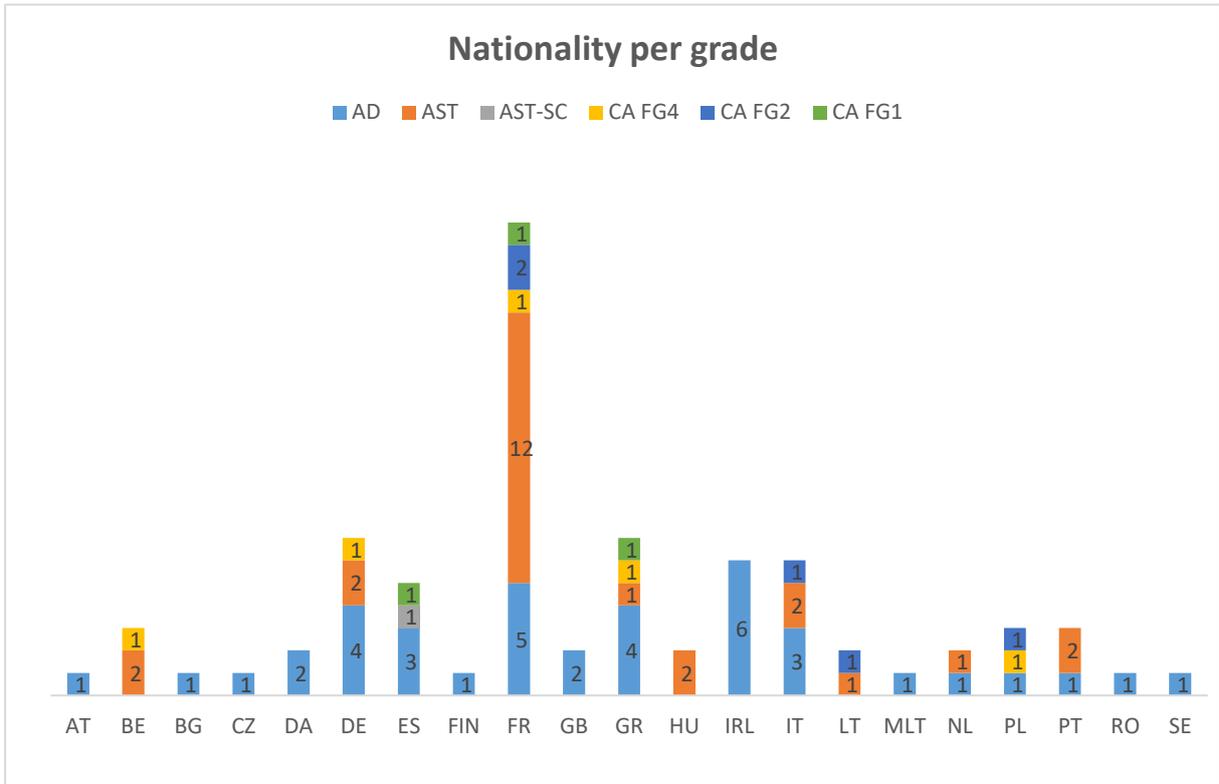
In December 2018, the categorisation of jobs in the Ombudsman's Office resulted in the following figures.

Job-Type category	Year N-1 (%)	Year N (%)
Administrative support and coordination	29.6	29.1
Operational	64.1	64.4
Neutral	6.3	6.5

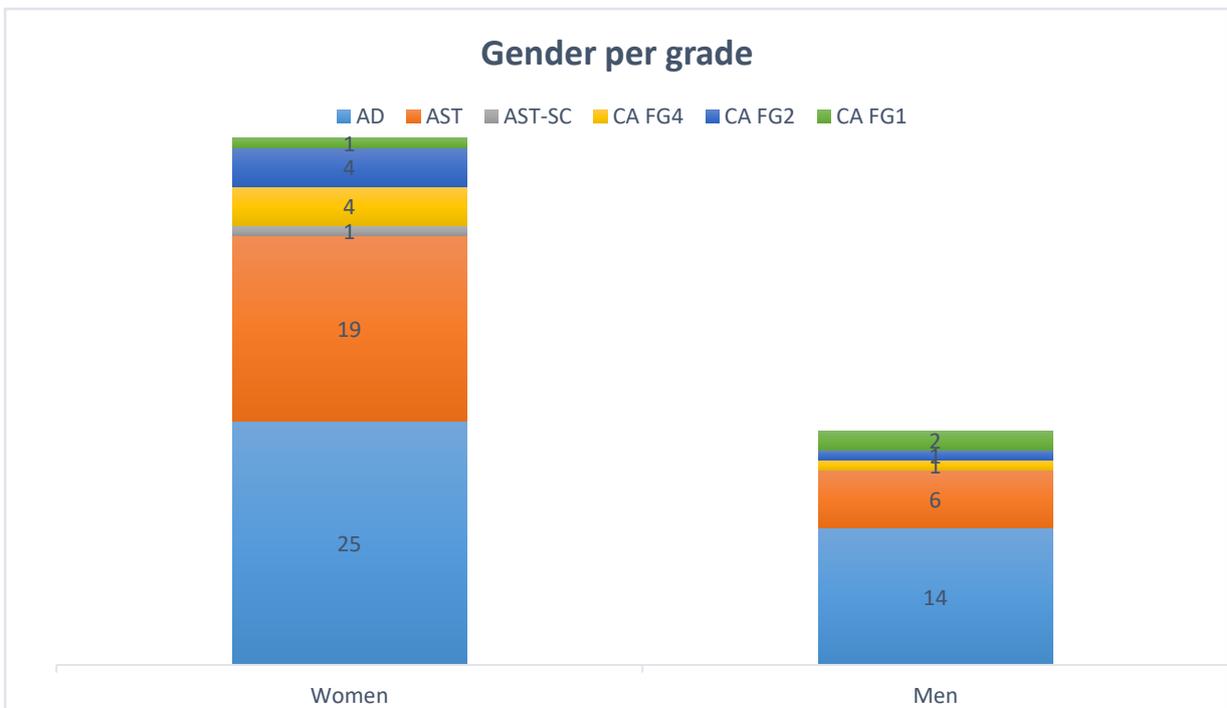
Graphs 1, 2 and 3 below show the breakdown of the various categories of staff respectively by nationality, grade and gender.



Graph 1 - Nationality per grade: snapshot on 31 December 2018

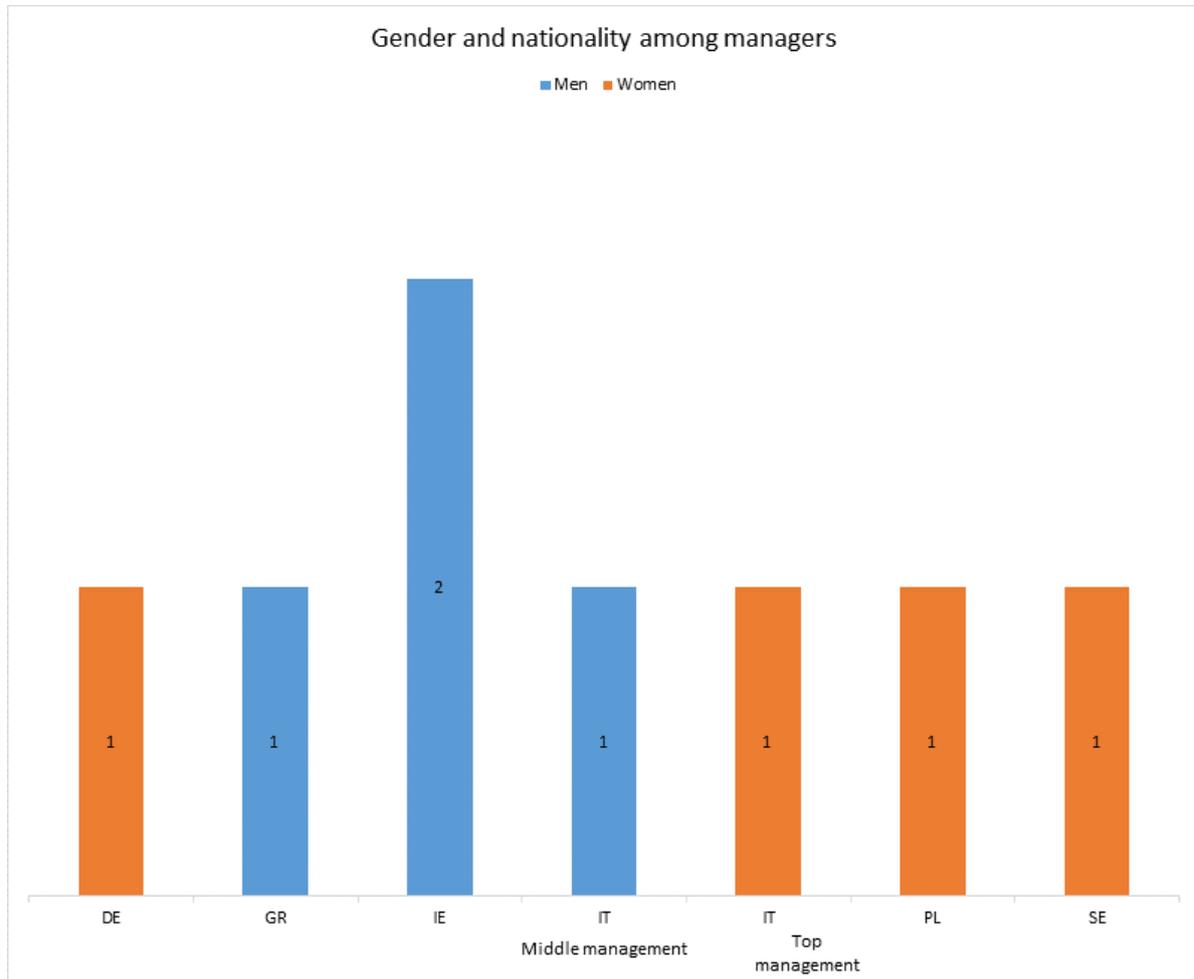


Graph 2 - Gender per grade: snapshot on 31 December 2018





Graph 3 - Gender and nationality among managers: Snapshot on 31 December 2018

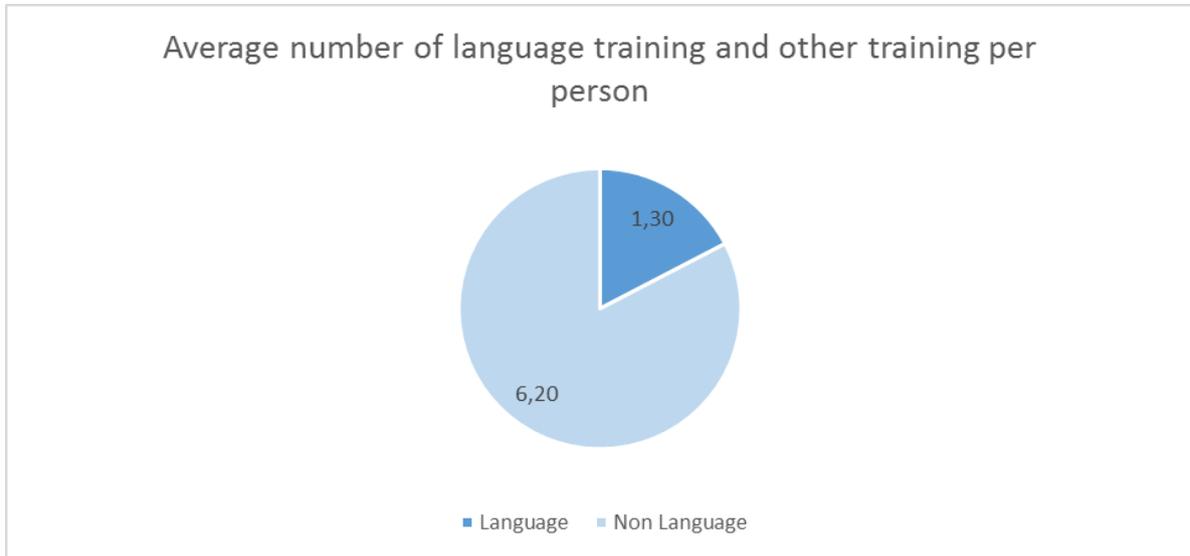


IE: out of the two Irish managers, one occupied a managerial position in the Ombudsman's office before the appointment of the present Ombudsman. The second manager is the Ombudsman's Head of Cabinet and joined the office at the beginning of her mandate.

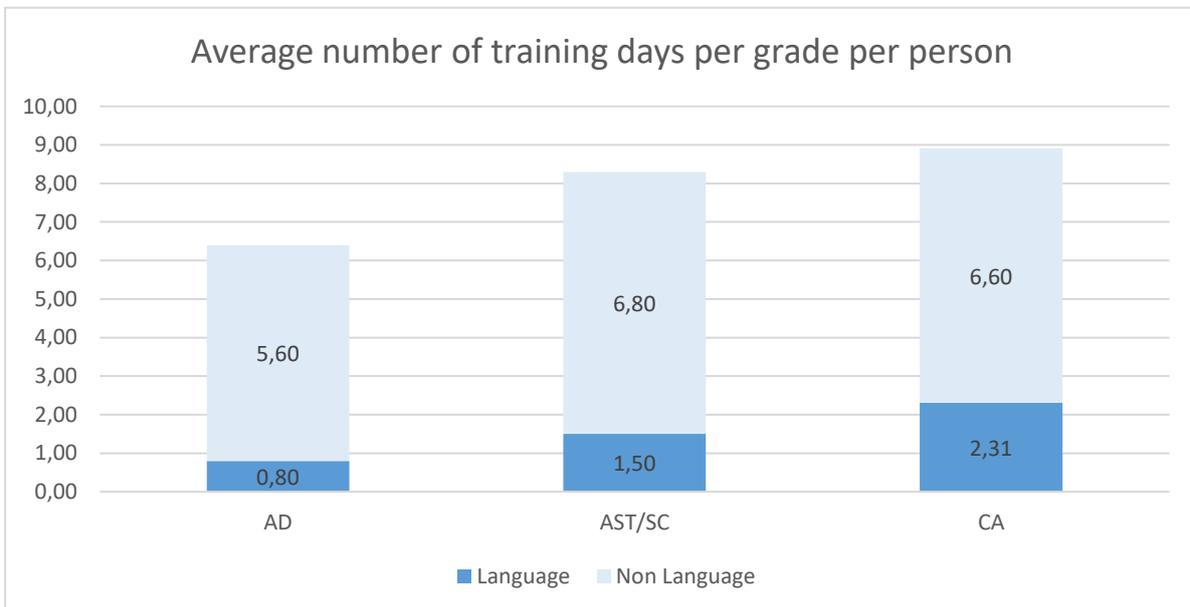


B. Number of days of professional training in 2018¹²

Graph 3 - Training days per person



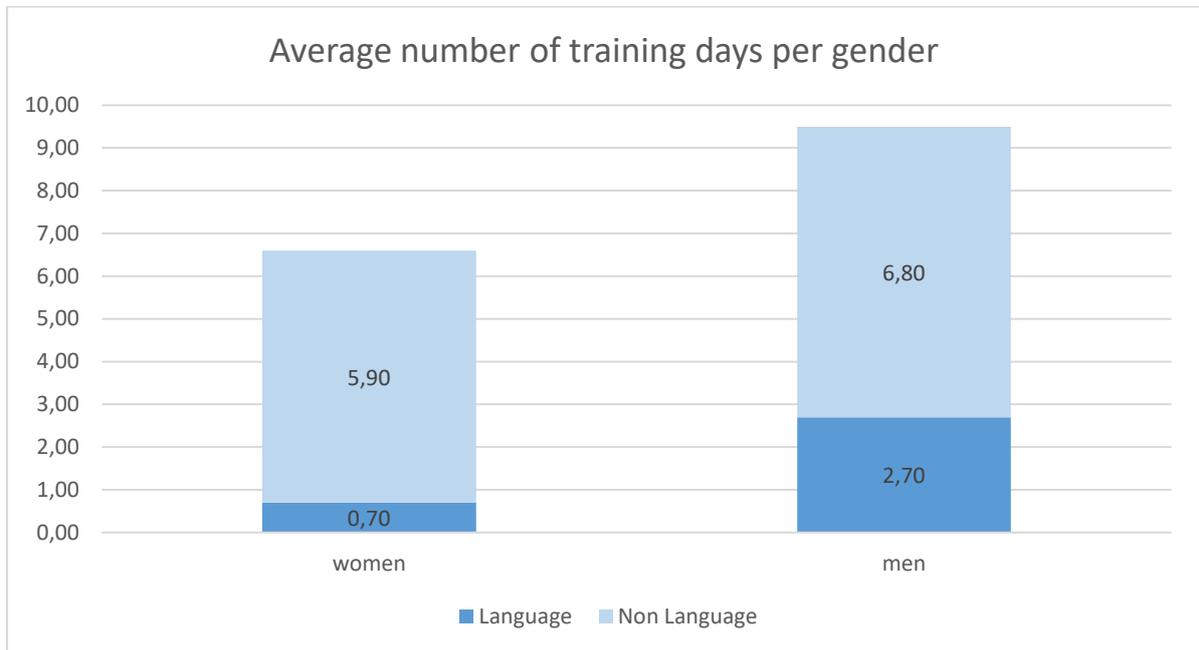
Graph 4 - Training days by grade



¹² The figures include individual and group trainings but do not include the participation of an AST in the certification procedure or the short-term placements in other institutions of one AST and one CA, of respectively one and two weeks.



Graph 5 -Training days by gender





The following annexes are enclosed as separate documents.

Annex 2: The Ombudsman's Operating Framework (PowerPoint Presentation)

Annex 3: Report on budgetary and financial management for the financial year 2018

Annex 4: Draft Annual Report 2018 of the European Ombudsman

The Ombudsman shall submit to the European Parliament a report on the outcome of his/her inquiries every year. The Annual Report of the European Ombudsman for 2018 will be presented officially to the European Parliament later in 2019. A draft version is attached to the present report.

The report will subsequently be made available in all languages in the following section of the Ombudsman's website:

<http://www.ombudsman.europa.eu/en/activities/annualreports.faces>

Annex 5: Putting it Right? How the institutions responded to the Ombudsman in 2017

also available on line at: <https://www.ombudsman.europa.eu/en/annual/en/110768>



European Ombudsman

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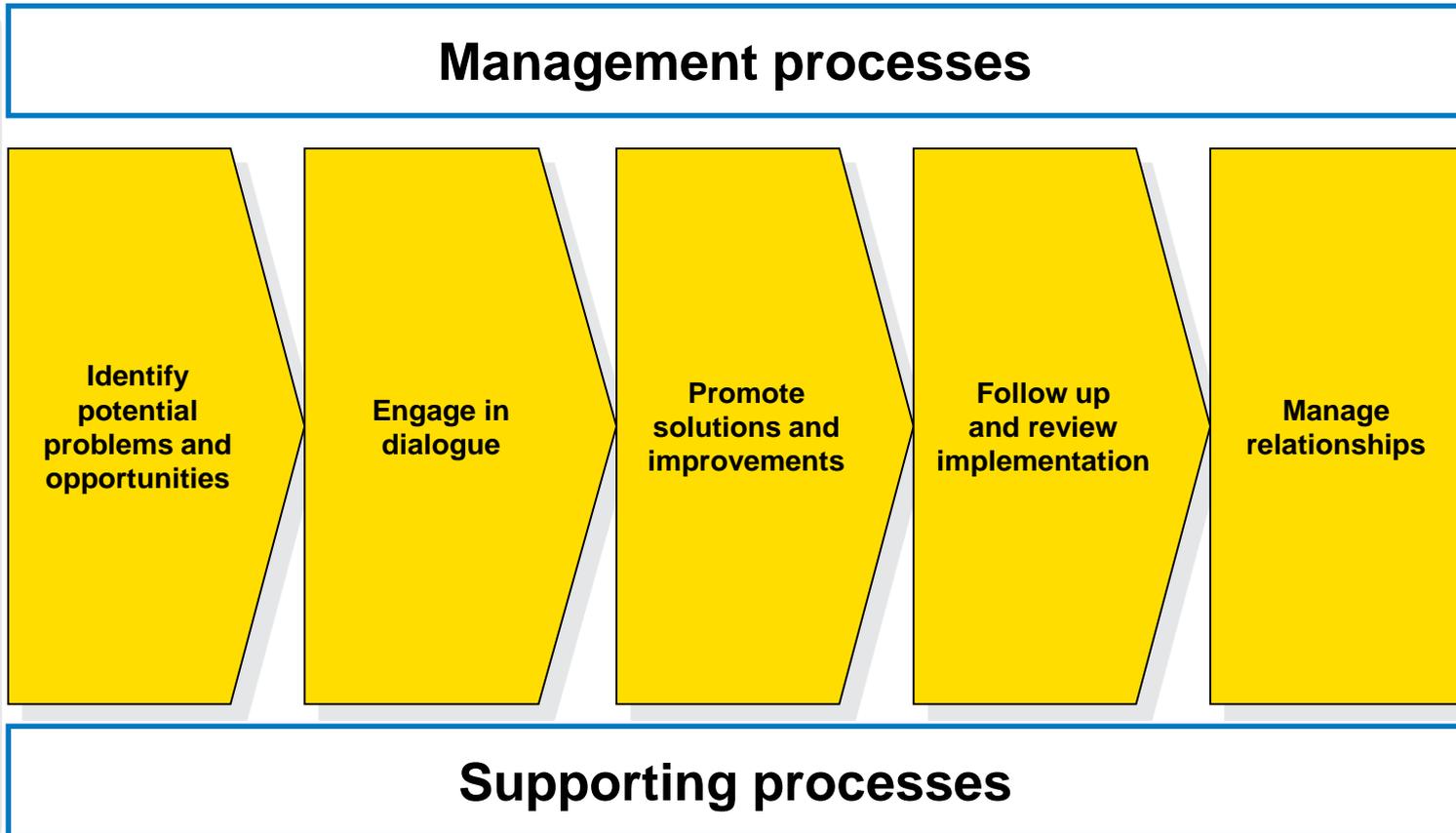
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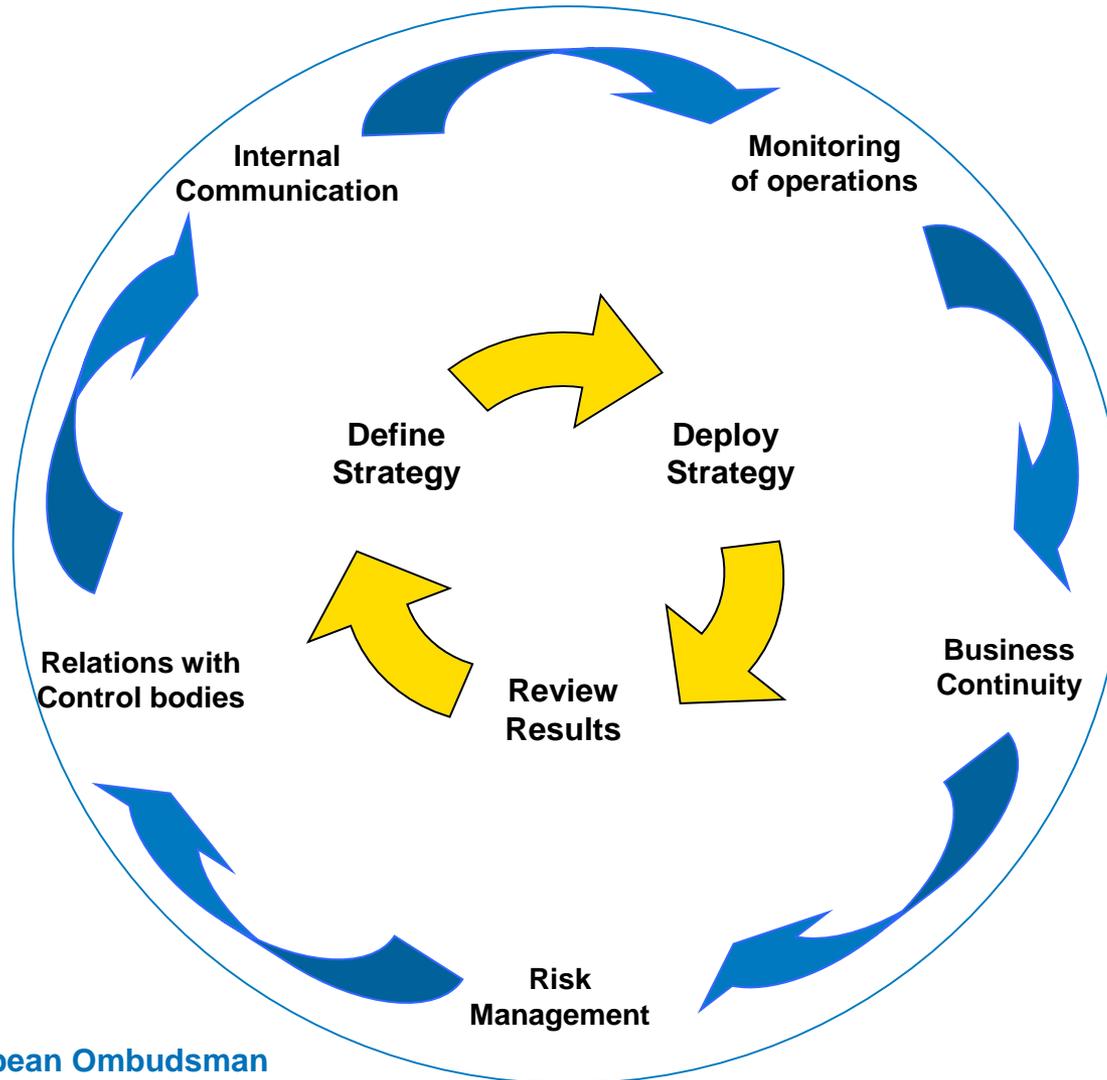
OPERATING FRAMEWORK AND KEY PROCESSES



Operating Framework



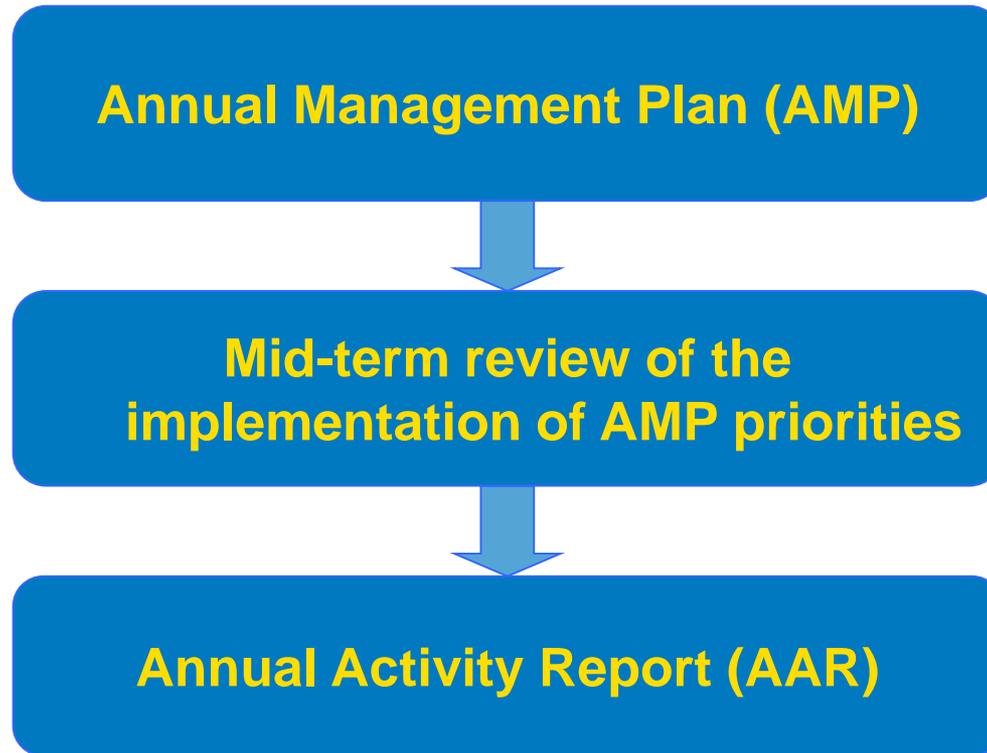
1. Management processes



1.1 Define Strategy



1.2 Deploy Strategy



2. Identify potential problems and opportunities

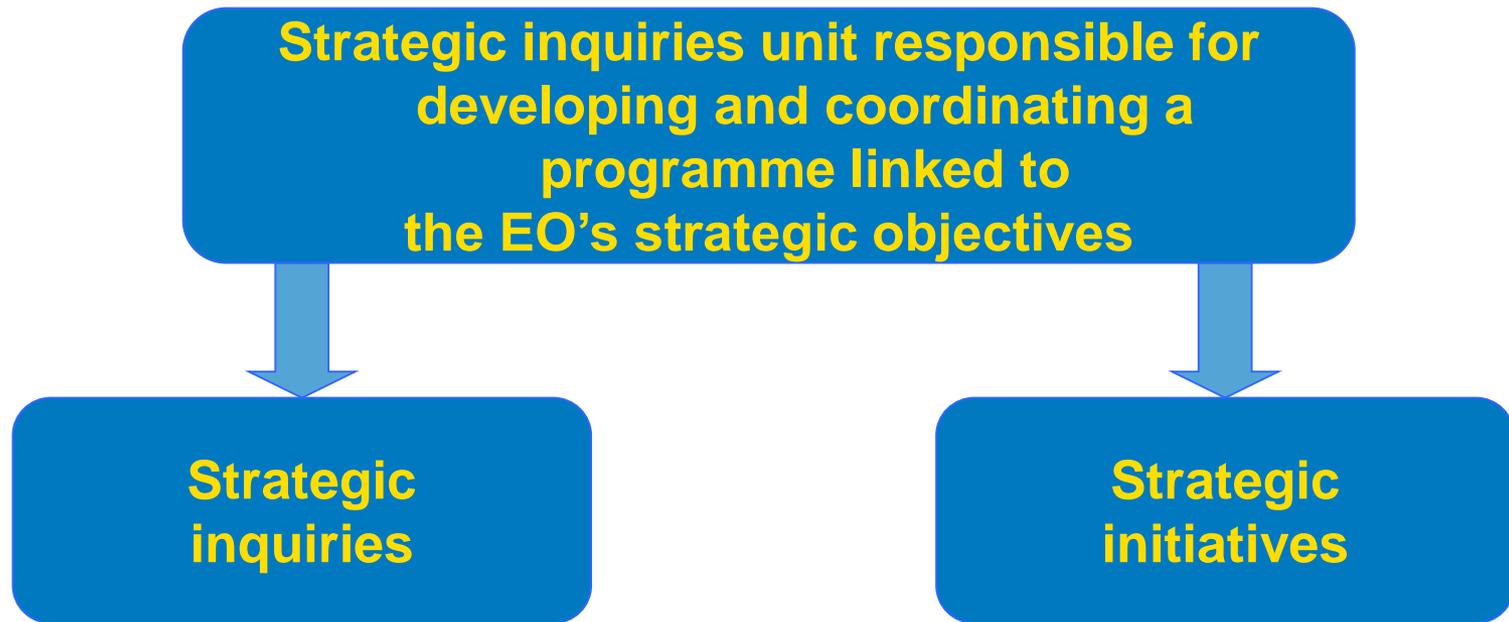
2.1 Proactive identification of systemic issues in the EO's fields of activity

2.2 Complaints

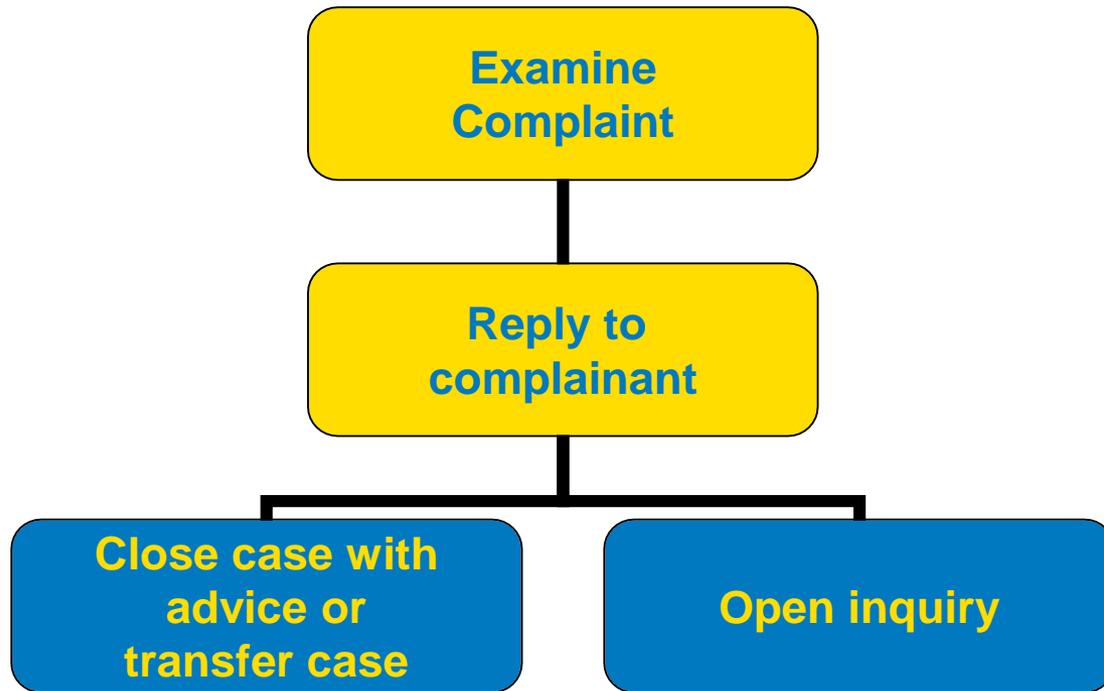
2.3 Other stakeholder input



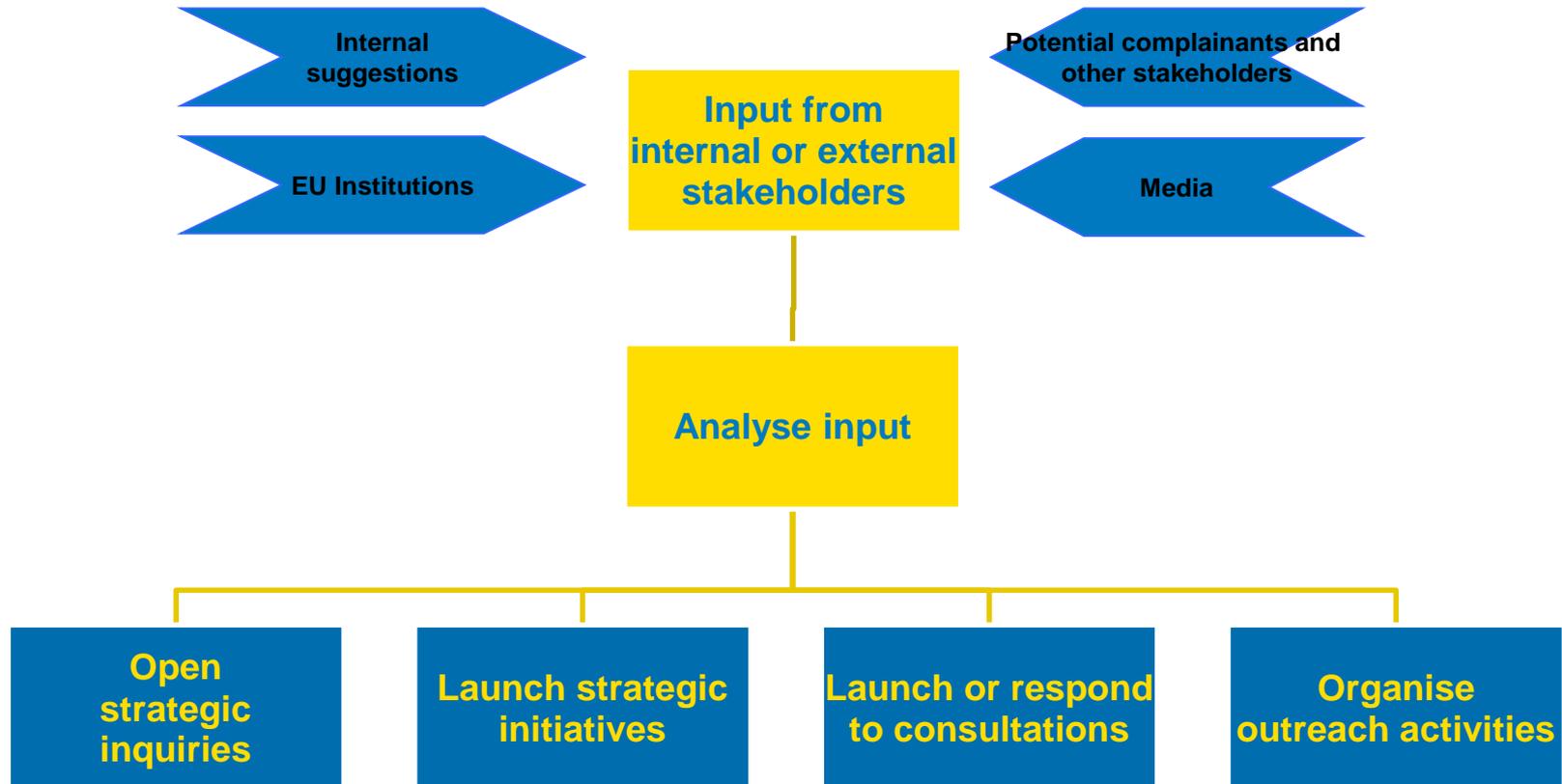
2.1 Proactive identification of systemic issues in the EO's fields of activity



2.2 Complaints



2.3 Other Stakeholder input



3. Engage in dialogue

In the context of

3.1 Inquiries

3.2 Strategic initiatives

3.3 Consultations

3.4 Outreach and other activities



3.1 Inquiries

Investigating complaints

Fast-Track inquiries
(Regulation 1049/2001)

Inquiries in the
public interest

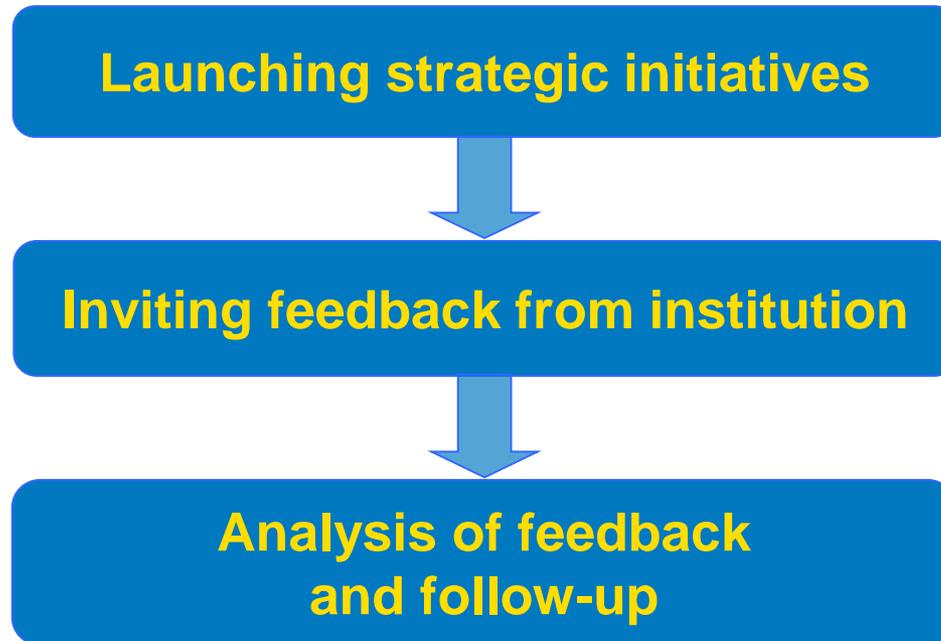
Strategic (own-initiative) inquiries

Queries from the ENO

Joint/parallel inquiries with the ENO



3.2 Strategic initiatives



3.3 Consultations

Responding to consultations

Public consultations launched by EU institutions, requests from Committees of the European Parliament or from other stakeholders, ...

Launching consultations

Public, European Network of Ombudsmen, EDPS, ...



3.4 Outreach and other activities

**Meetings and events with institutions
and other stakeholders**

Target group activities

**Proactive use of media,
including active social media engagement**



4. Promote solutions and improvements

4.1 Evaluation and recommendations in the inquiry process

4.2 Issuing general guidance

4.3 Informing and persuading



4.1 Evaluation and recommendations

Solutions

Recommendations

Suggestions

Special Reports



4.2 Issuing general guidance

Guidelines for EU civil servants

Guidelines on good administration

**Sharing and promoting
best practices**

**Joint statements with the European
Network of Ombudsmen**



4.3 Informing and persuading

Publishing recommendations

**Publishing thematic and
guidance papers**

Presentations to target audiences

Press releases and interviews

Organising thematic events



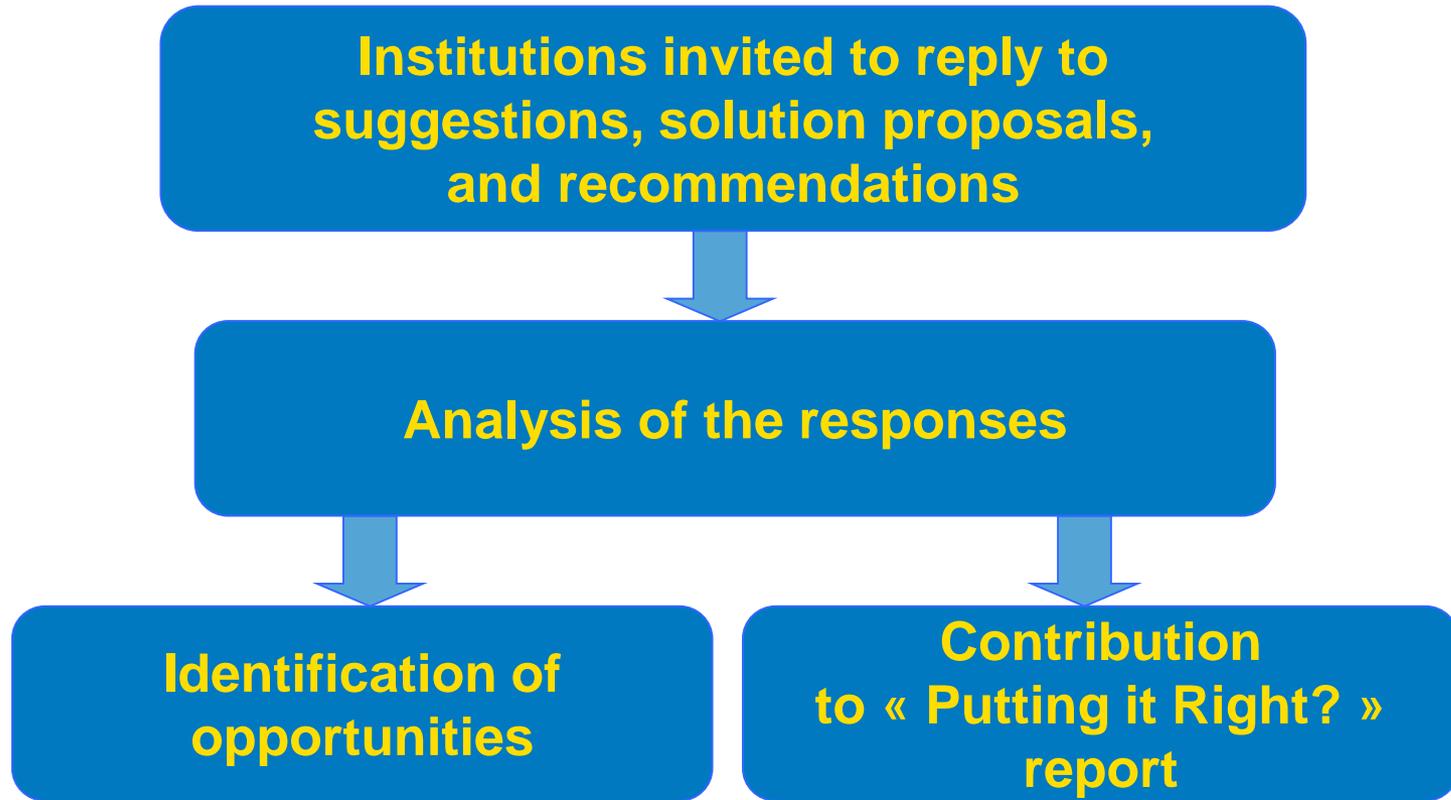
5. Follow-up and review implementation

5.1 Compliance analysis

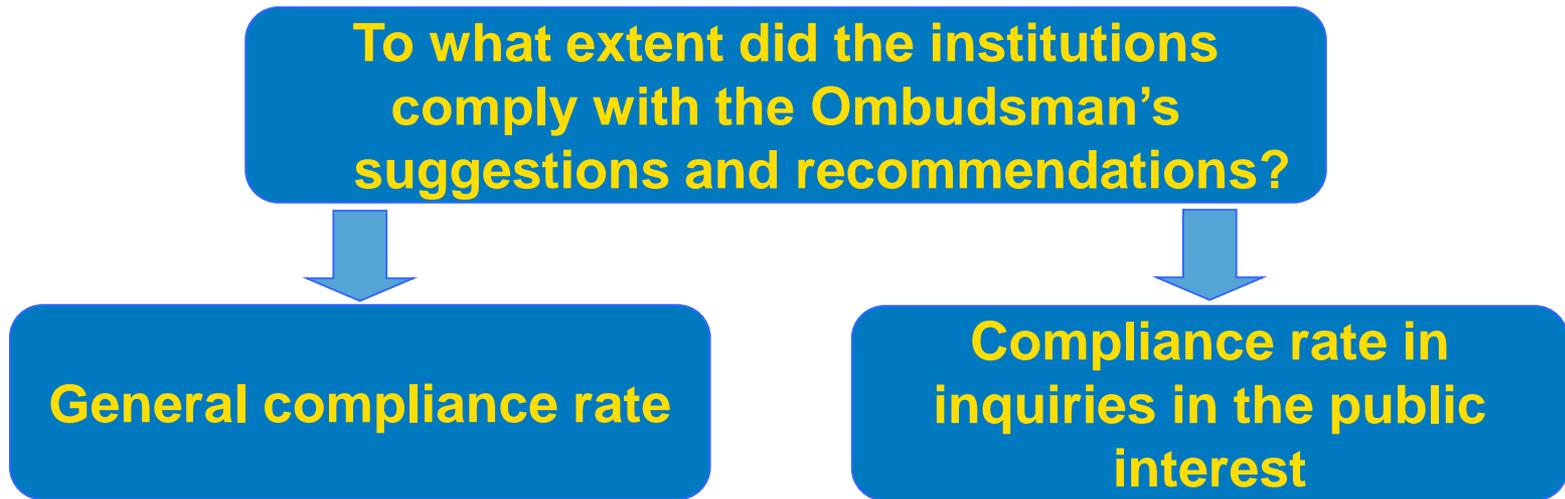
5.2 Compliance rate



5.1 Compliance analysis



5.2 Compliance rate



6. Manage relationships

6.1 Relations with complainants

6.2 Relations with the European Parliament

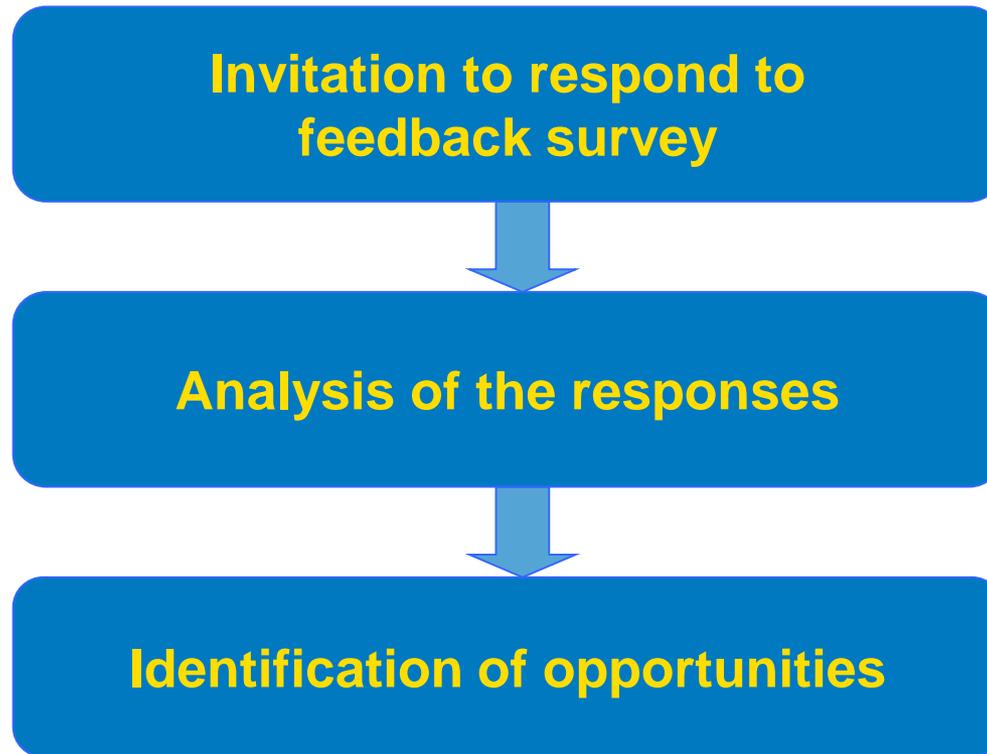
6.3 Relations with the European Network of Ombudsmen

6.4 Relations with other stakeholders

6.5 Recognising excellence in EU public service



6.1 Relations with complainants



6.2 Relations with the European Parliament

Annual Reports

Special Reports

Meetings with MEPs

Appearances before Committees



6.3 Relations with the European Network of Ombudsmen

Transfer of cases

Parallel investigations

Queries

Seminars, workshops and other events

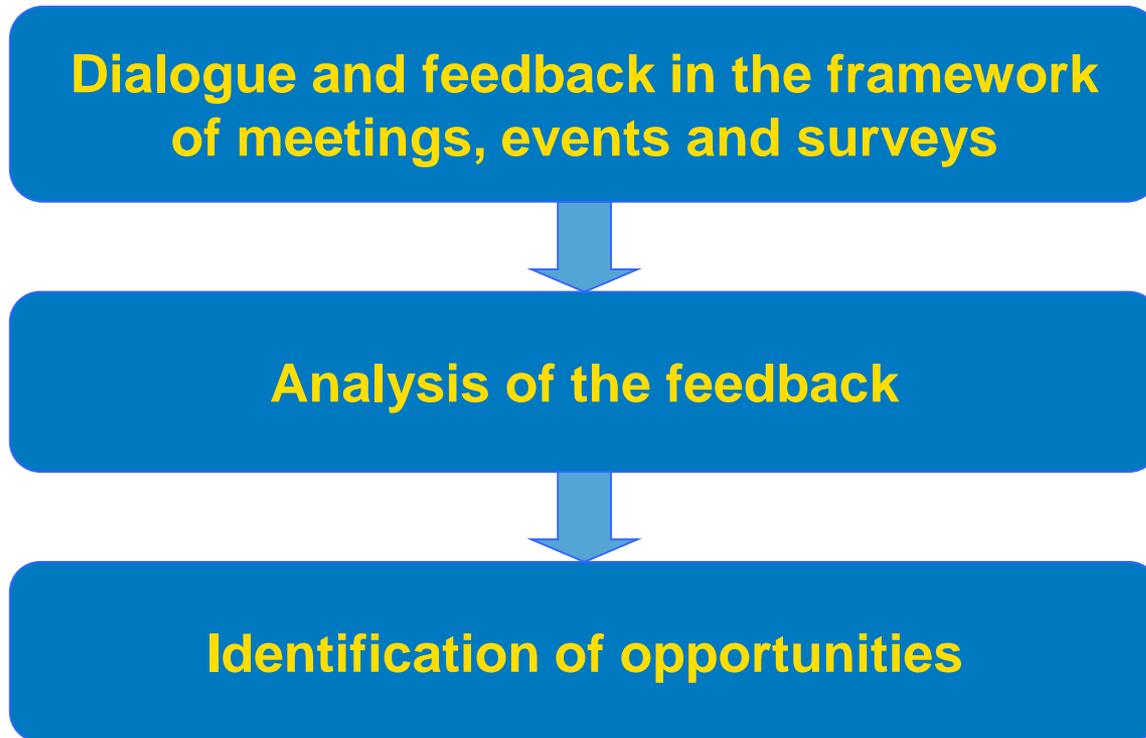
Electronic discussion forum and daily news service

Newsletter



6.4 Relations with other stakeholders

(EU institutions, media, NGOs, ...)



6.5 Recognising excellence in EU public service



7. Supporting processes

7.1 People

7.2 Finances

7.3 Information management

7.4 ICT

7.5 Administration



7.1 People

**Implementing the HR Framework
and related policies**

Ethics & good conduct

**Working environment and
conditions**

Recruitment

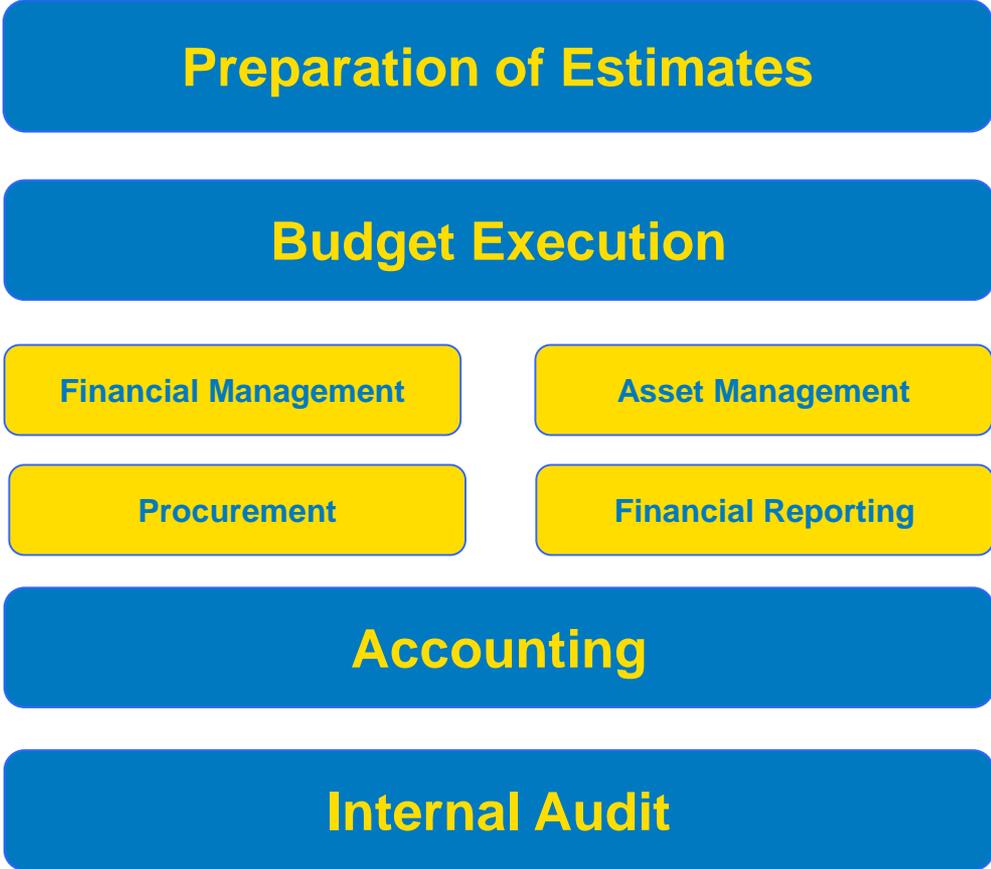
Learning & Development

People management

Internal & external communication



7.2 Finances



7.3 Information Management

Complaints management system

Register of non-complaints related documents

Historical archiving

Public Access to information and documents

Data protection



7.4 ICT

IU1-ICT coordinates priorities and implements projects

Management of external procurement

Maintenance and updating of existing systems

Management of hardware, servers and standard applications

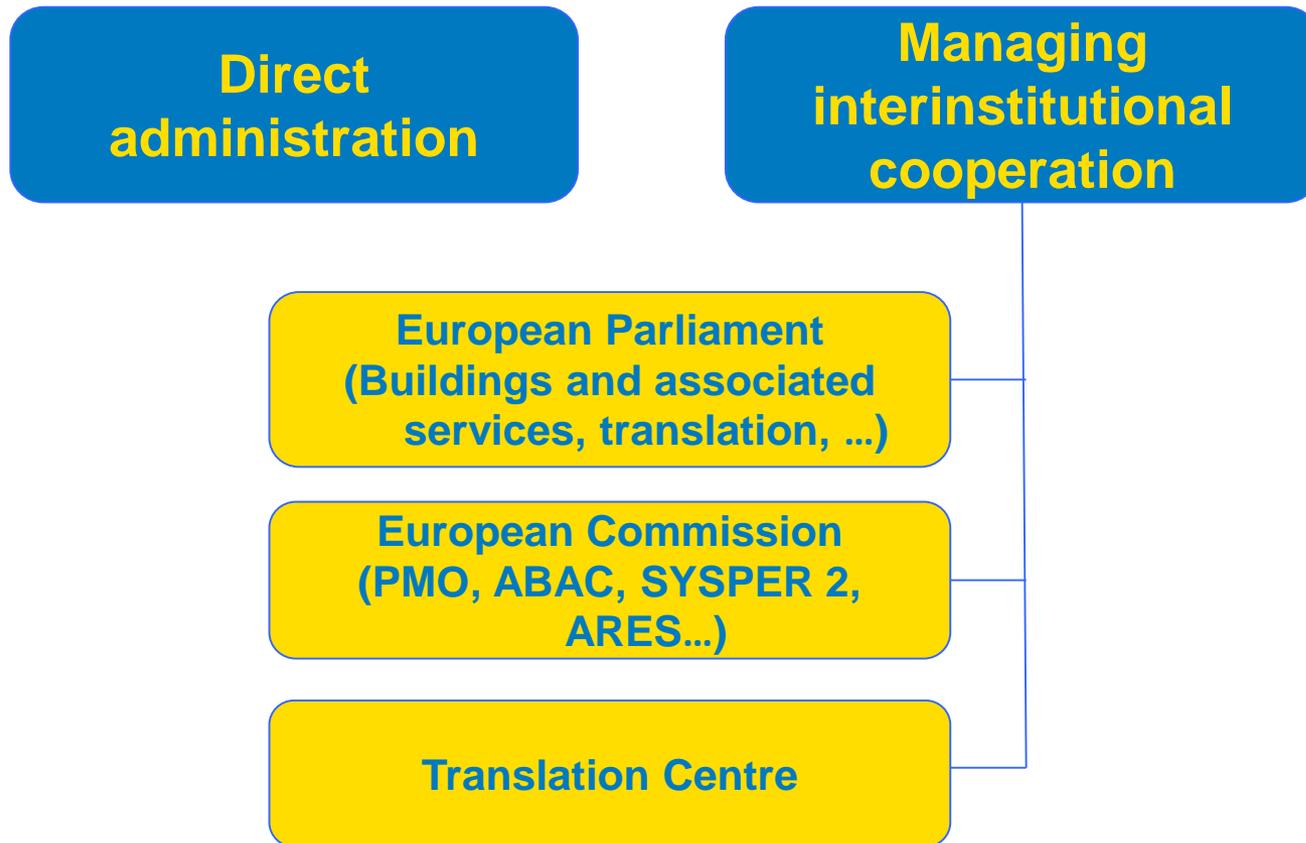
Relations with external service providers

Management of framework contracts

Preparation of budget and reporting on the implementation of priorities



7.5 Administration





Secrétariat Général
Unité personnel, administration et budget

Bilan 2018

Rapport sur la gestion budgétaire et financière

Etats sur l'exécution du Budget
Etats financiers

Section VIII / Médiateur

Conformément aux article 249 du Règlement Financier du
18.07.2018, ainsi que l'article 23 des Règles internes relatives
à l'exécution du budget du Médiateur européen

FR



Sommaire

Sommaire

Partie I. - Rapport sur la gestion budgétaire et financière

1 - Récapitulatif des dépenses de l'exercice 2018

2 - Exécution budgétaire 2018

2.1 Recettes

2.2 Engagements

2.3 Paiements

2.4 Virements

2.5 Crédits reportés de 2017 à 2018

2.6 Crédits reportés de 2018 à 2019

2.7 Indicateurs

Annexe 1 : Tableau de bord - crédits courants 2018

Annexe 2 : Tableau de bord - crédits reportés 2017 vers 2018

Partie II. - États sur l'exécution du budget

1 - Situation des crédits courants de l'exercice 2018

2 - Situation des crédits reportés de l'exercice 2018

3 - Situation des recettes de l'exercice 2018

Partie III. - États financiers

1 - Bilan financier au 31 décembre 2018

2 - Résultat économique de l'exercice 2018

3 - Tableau de flux de trésorerie pour l'exercice 2018

4 - Etat de variation de l'actif net

5 - Rapprochement entre l'exécution budgétaire et le résultat des activités de l'exercice 2018

6 - Notes annexes aux états financiers



Partie I. - Rapport sur la gestion budgétaire et financière

1 - Récapitulatif des dépenses de l'exercice 2018

(Montants exprimés en euros)

I. Crédits disponibles

Les crédits définitifs inscrits au budget du Médiateur pour l'exercice 2018 s'élèvent à : 10 837 545,00

II. Utilisation des crédits

a) Les engagements s'élèvent à : 10 331 815,87

b) Les crédits non engagés s'élèvent à : 505 729,13

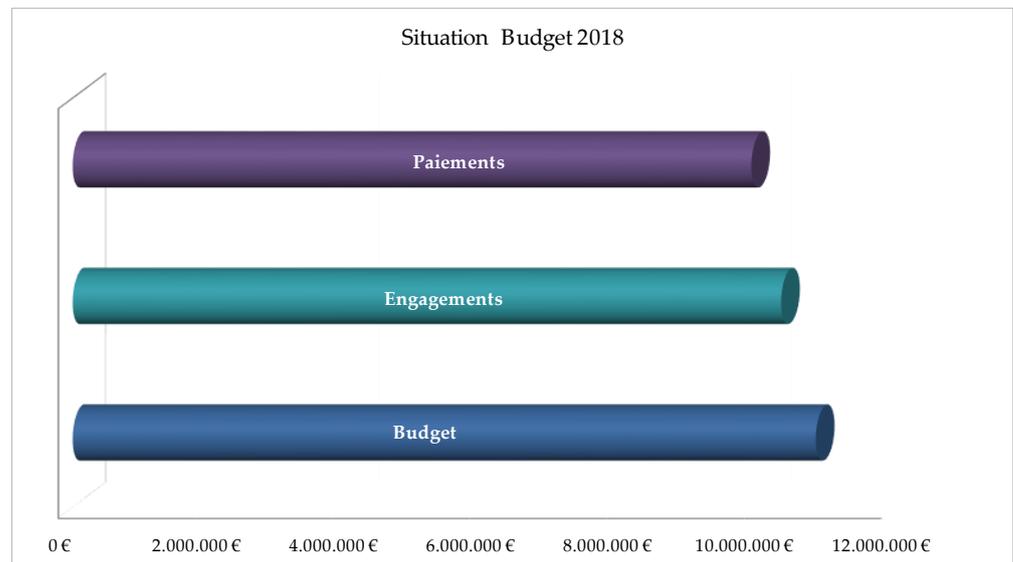
c) Les paiements réels s'élèvent à : 9 897 950,15

III. Utilisation des crédits reportés (2017 vers 2018)

Les crédits reportés de droit de l'exercice 2017 à l'exercice 2018 s'élèvent à : 841 340,68

Les paiements effectués sur la base des crédits reportés s'élèvent à : 695 280,59

Solde des crédits reportés : 146 060,09





2 - Exécution budgétaire 2018¹

2.1 Recettes

Le total des recettes pour l'exercice 2018 s'est élevé à 1 157 537 € (contre 1 111 615 € pour l'exercice 2017).

2.2 Engagements

Les engagements se sont élevés au total à 10 331 815,87 €, soit 95,33 % du budget 2018 (contre 93,91 % en 2017).

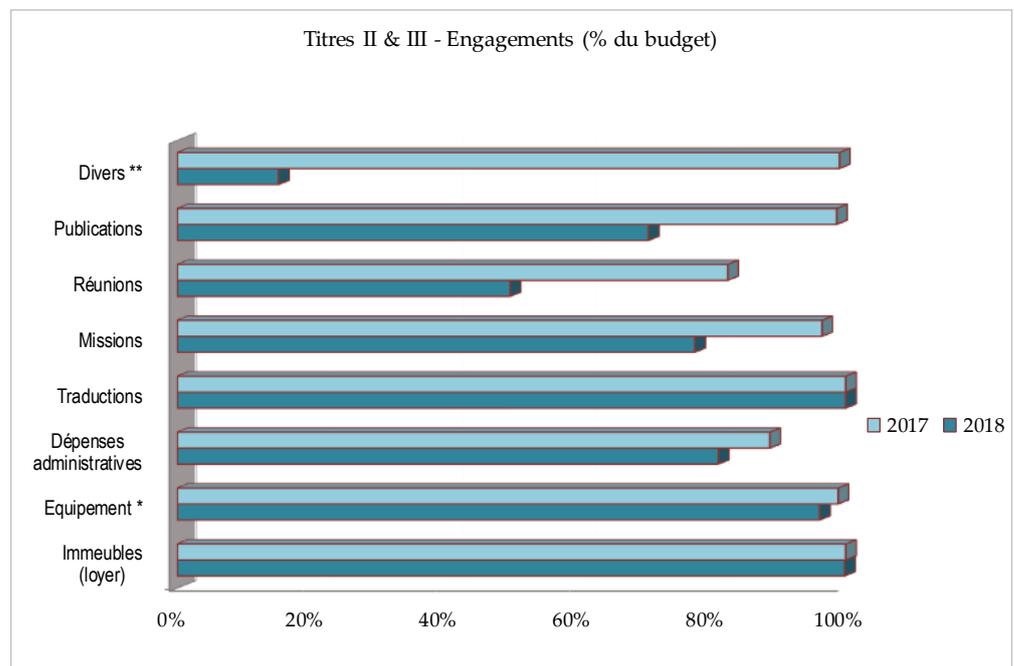
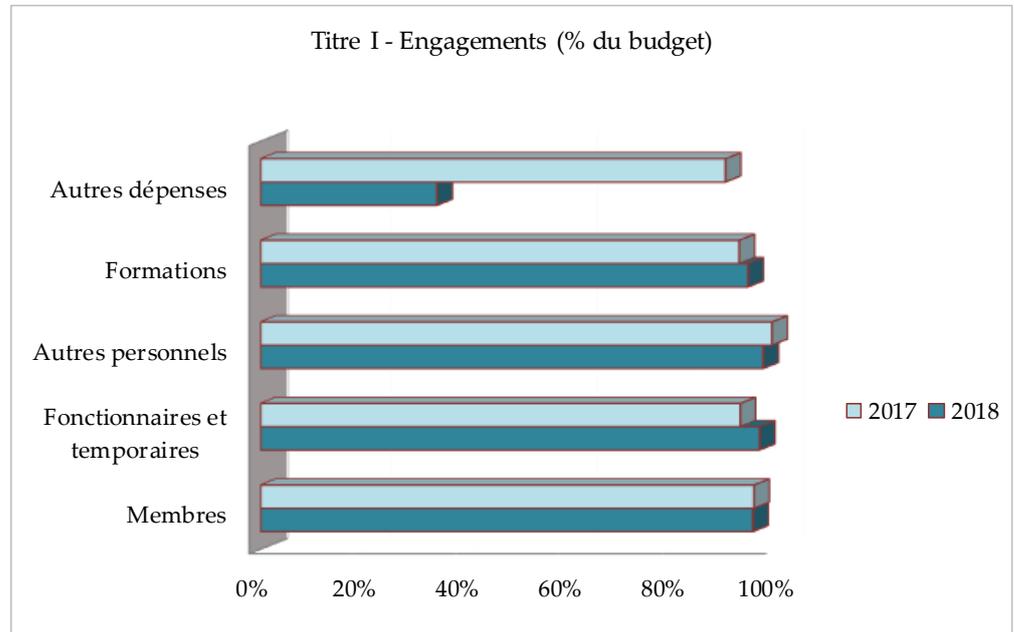
Le tableau ci-après présente, chapitre après chapitre, l'évolution des crédits engagés en 2018 par rapport à l'exercice 2017.

Chapitre	Intitulé	2018 (euros)	2017 (euros)
10	Membres de l'institution	455 769	460 136
12	Fonctionnaires et agents temporaires	6 620 948	6 265 202
14	Autres personnels et prestations externes	838 457	857 172
16	Autres dépenses concernant les personnels	341 983	333 789
	Total du Titre I	8 257 157	7 916 299
20	Immeubles et frais accessoires	1 041 513	1 000 000
21	Informatique, équipement et mobilier : achat, location et maintenance	239 803	353 954
23	Dépenses de fonctionnement administratif courant	509 990	470 951
	Total du Titre II	1 791 306	1 824 905
30	Réunions et conférences	163 771	253 857
32	Expertise et information : acquisition, archivage, production et diffusion	117 482	218 840
33	Etudes et autres subventions	0	25 300
34	Dépenses relatives aux fonctions du Médiateur	2 100	2 100
	Total du Titre III	283 353	500 097
	Total Général	10 331 816	10 241 301

¹ cf. Annexes 1 et 2 (tableaux de bord crédits courants et crédits reportés arrêtés au 31/12/2018)



Les graphiques ci-dessous illustrent schématiquement les parts des crédits engagés par titre et l'évolution de 2017 à 2018.



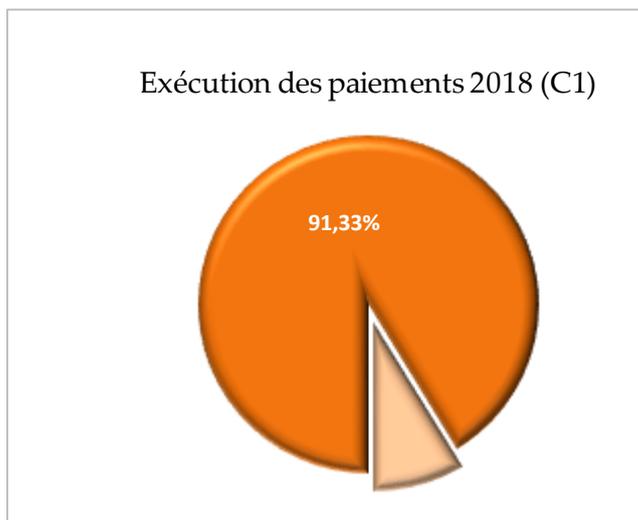
* informatique, mobilier, transport

** bibliothèque, archives, subventions, autres dépenses

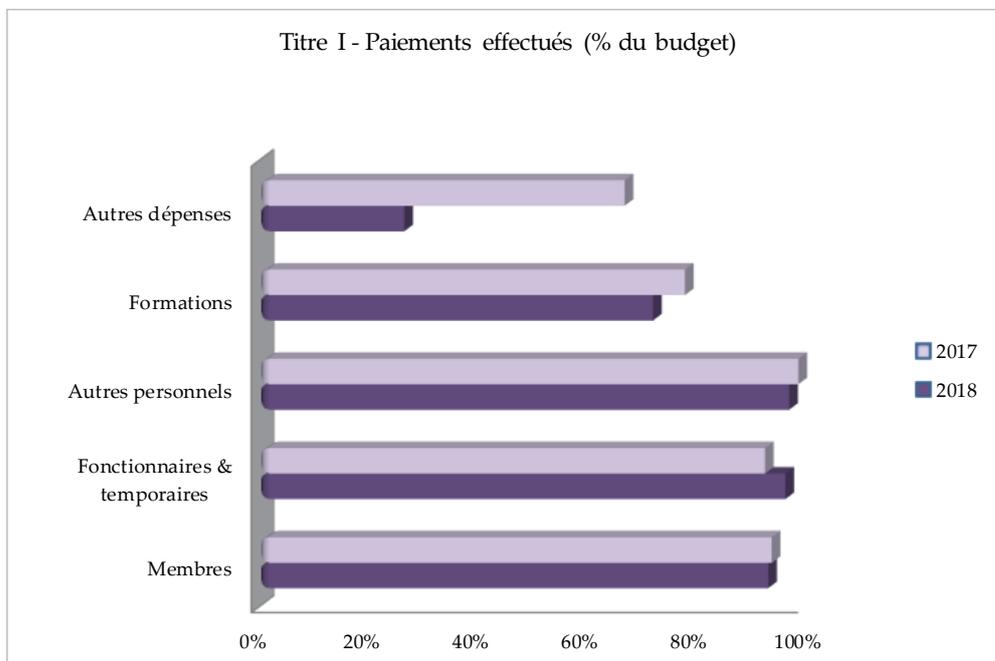


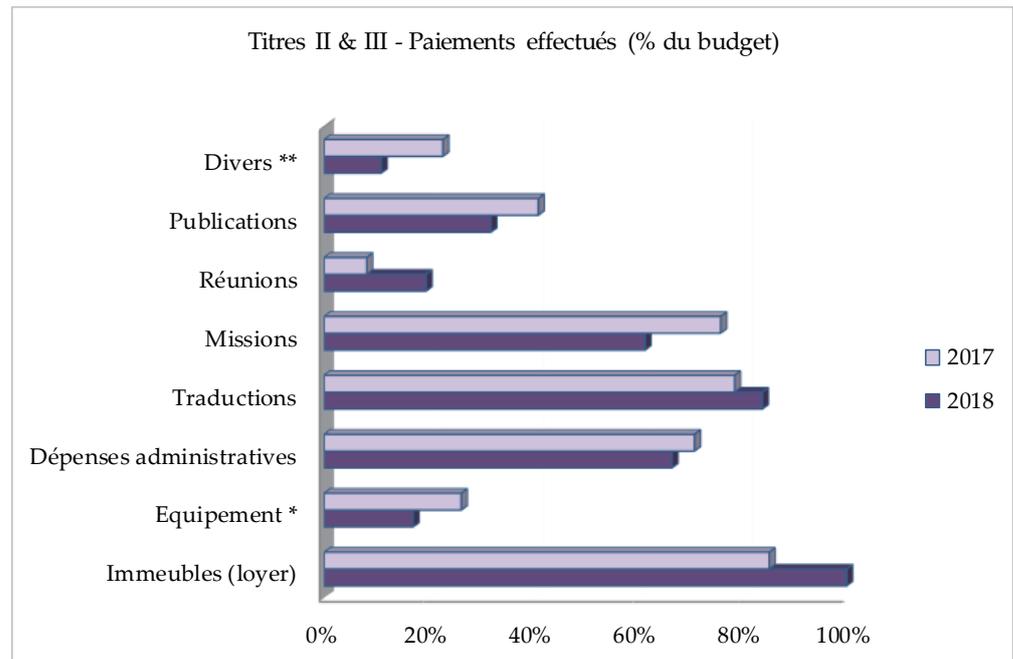
2.3 Paiements

Les paiements ont totalisé 9 897 950,15 € soit 91,33 % du budget 2018 (contre 86,20 % en 2017).



Les graphiques ci-dessous illustrent schématiquement la part des paiements par titre et l'évolution de 2017 à 2018.





* informatique, mobilier, transport

** bibliothèque, archives, subventions, autres dépenses

2.4 Virements

Modification du tableau des effectifs

Conformément à l'article 50 du Règlement Financier, une modification dans le tableau des effectifs a été demandée et adoptée par l'autorité budgétaire. Il s'agit de la transformation suivante :

- Modification du tableau des effectifs 01/2018 :

- un poste permanent AST7 en poste permanent AD7.

Modification de la répartition des crédits de l'exercice

Conformément au Règlement Financier, des modifications de la répartition des crédits entre les lignes ont été adoptées. Il s'agit des transformations suivantes :

- Virement 02/2018 (article 25 du Règlement financier)

Poste donneur / Poste receveur	Montant donné (-) / montant reçu (+)
-----------------------------------	---

De

1200 "Rémunérations et indemnités"

- 76.200 €



À	
1404 "Stages, subventions et échanges de fonctionnaires"	+ 6.000 €
231 "Traduction et interprétation "	+ 60.000 €
232 "Support aux activités"	+ 9.600 €
3400 "Frais divers"	+ 600 €
Total	+76.200 €

- Virement 03/2018 (article 25 du Règlement financier)

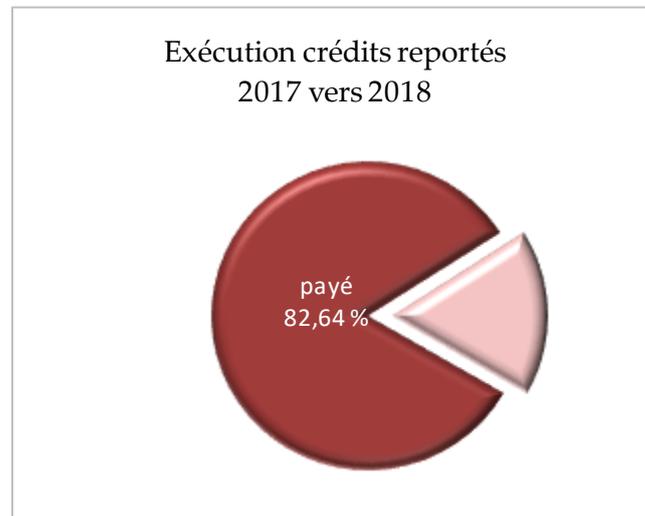
Poste donneur / Poste receveur	Montant donné (-) / montant reçu (+)
De	
1200 "Rémunérations et indemnités"	- 18.200 €
2100 "Achat, entretien et maintenance des équipements et des logiciels, et travaux connexes "	- 24.000 €
212 "Mobilier"	- 1.500 €
303 "Réunions en général"	- 5.000 €
304 "Réunions internes"	- 2.700 €
3201 "Dépenses afférentes aux ressources archivistiques"	- 1.500 €
3210 "Communication et publications"	- 17.900 €
3300 "Etudes"	- 1.700 €
Total	+72.500 €

À	
1632 "Relations sociales entre les membres du personnel et autres interventions sociales"	+ 2.500 €
231 "Traduction et interprétation "	+ 70.000 €
Total	+ 70.500 €



2.5 Crédits reportés de 2017 à 2018

Les reports de crédits à 2018 ont atteint un montant total de 841 340,68 €. Les paiements au titre de ces reports se sont établis 695 280,59 €, soit 82,64 % (contre 93,85 % en 2017).



Pour mémoire, les paiements en crédits courants pour l'année 2017 ont atteint un total de 9 399 960,74 €.

Par conséquent, le paiement des crédits 2017 (paiement en crédits courants + paiement en crédits reportés) représente 92,57 % du Budget 2017 (contre 94,81 % pour l'exécution des crédits 2016).

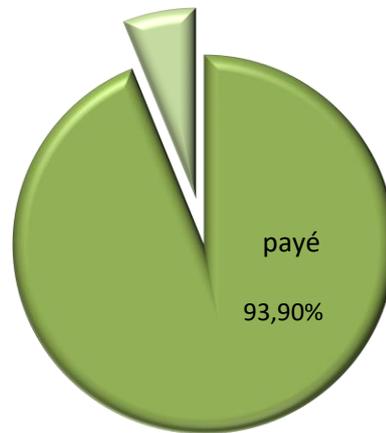
2.6 Crédits reportés de 2018 à 2019

Les crédits reportés de 2018 à 2019 représentent 433 865,72 €, soit 4 % du Budget 2018. En comparaison, la part relative des crédits reportés de 2017 s'élevait à 841 340,68 €, soit 7,71 % du Budget 2017.

Par conséquent, l'exécution des crédits 2018 (paiements en crédits courants + montant des crédits reportés) représente 95,3 % du Budget 2018 (contre 93,9 % du Budget 2017).



Exécution des crédits 2017 (C1 + C8)



2.7 Indicateurs

Indicateurs	Objectifs	1er trim.	1er+2ème	1er-3ème	2018	(2017)
	2018	2018	trim 2018	trim 2018		
F1: Pourcentage de l'exécution budgétaire	Total : 93%	88,1 %	94,7 %	95,60 %	95,3%	(93,91%)
F2: Nombre d'opérations payées au-delà de 30 jours	Total : 0	1	1	1	1	(0)

Le délai moyen de paiement pour l'exercice 2018 est de 12,40 jours (contre 12,90 jours en 2017).



Annexe 1 : Tableau de bord - crédits courants 2018

Exercice 2018		Budget initial	Crédits actuels	Engagements contractés	% engagé	Balance en €	Paiements effectués	% payé sur engagements	% payé sur Budget
Titre I - Personnes liées à l'Institution									
1000	Traitements	433.500,00	433.500,00	422.122,63	97,38%	11.377,37	422.122,63	100,00%	97,38%
1020	Indemnités transitoires	0,00	0,00	0,00	0,00%	0,00	0,00	0,00%	0,00%
1030	Pension	8.000,00	8.000,00	4.850,46	0,00%	3.149,54	4.850,46	0,00%	0,00%
1040	Missions	35.000,00	35.000,00	28.688,73	81,97%	6.311,27	19.848,13	69,18%	56,71%
1050	Cours	2.000,00	2.000,00	107,10	5,36%	1.892,90	107,10	100,00%	5,36%
1080	Prises/Cessation fonctions	0,00	0,00	0,00	0,00%	0,00	0,00	0,00%	0,00%
Chapitre 10		478.500,00	478.500,00	455.768,92	95,25%	22.731,08	446.928,32	98,06%	93,40%
1200	Traitements	6.887.483,00	6.793.083,00	6.574.842,01	96,79%	218.240,99	6.574.842,01	100,00%	96,79%
1202	Heures supplémentaires	3.000,00	3.000,00	251,68	8,39%	2.748,32	251,68	0,00%	8,39%
1204	Prise/cessation fonction	60.000,00	60.000,00	45.854,60	76,42%	14.145,40	45.854,60	100,00%	76,42%
1220	Retrait d'emploi dans l'intérêt du service	0,00	0,00	0,00	0,00%	0,00	0,00	0,00%	0,00%
Chapitre 12		6.950.483,00	6.856.083,00	6.620.948,29	96,57%	235.134,71	6.620.948,29	100,00%	96,57%
1400	Agents contractuels	694.078,00	694.078,00	675.975,10	97,39%	18.102,90	675.975,10	100,00%	97,39%
1404	Stages	162.000,00	168.000,00	162.481,78	96,72%	5.518,22	162.385,78	99,94%	96,66%
Chapitre 14		856.078,00	862.078,00	838.456,88	97,26%	23.621,12	838.360,88	99,99%	97,25%
1610	Frais recrutements	5.000,00	5.000,00	950,00	19,00%	4.050,00	300,00	31,58%	6,00%
1612	Perfectionnement professionnel	130.000,00	130.000,00	122.627,73	94,33%	7.372,27	94.024,82	76,68%	72,33%
1630	Service social	0,00	0,00	0,00	0,00%	0,00	0,00	0,00%	0,00%
1631	Mobilité	7.000,00	7.000,00	4.407,30	62,96%	2.592,70	4.407,30	100,00%	62,96%
1632	Relations / personnel	7.000,00	9.500,00	3.998,33	42,09%	5.501,67	3.583,36	89,62%	37,72%
1650	Ecoles européennes	210.000,00	210.000,00	210.000,00	100,00%	0,00	210.000,00	100,00%	100,00%
Chapitre 16		359.000,00	361.500,00	341.983,36	94,60%	19.516,64	312.315,48	91,32%	86,39%
TOTAL TITRE I		8.644.061,00	8.558.161,00	8.257.157,45	96,48%	301.003,55	8.218.552,97	99,53%	96,03%
Titre II - Immeubles, Mobilier, Equipements et dépenses diverses									
2000	Locyers	1.042.984,00	1.042.984,00	1.041.512,58	99,86%	1.471,42	1.041.512,58	100,00%	99,86%
Chapitre 20		1.042.984,00	1.042.984,00	1.041.512,58	99,86%	1.471,42	1.041.512,58	100,00%	99,86%
2100	Informatique	240.000,00	216.000,00	211.867,59	98,09%	4.132,41	39.040,98	18,43%	18,07%
2120	Mobilier	15.000,00	13.500,00	10.795,54	79,97%	2.704,46	2.514,27	23,29%	18,62%
2160	Transport	20.000,00	20.000,00	17.139,84	85,70%	2.860,16	908,65	5,30%	4,54%
Chapitre 21		275.000,00	249.500,00	239.802,97	96,11%	9.697,03	42.463,90	17,71%	17,02%
2300	Fournitures bureau & impressions	11.000,00	11.000,00	9.434,24	85,77%	1.565,76	6.302,65	66,81%	57,30%
2301	Affranchissement	5.000,00	5.000,00	2.795,31	55,91%	2.204,69	1.701,64	60,87%	34,03%
2302	Téléphone	11.000,00	11.000,00	3.250,10	29,55%	7.749,90	2.250,10	69,23%	20,46%
2303	Charges financières	700,00	700,00	525,00	75,00%	175,00	226,00	43,05%	32,29%
2304	Régie d'avance & divers	4.000,00	4.000,00	2.568,45	64,21%	1.431,55	2.468,45	96,11%	61,71%
2305	Frais juridiques	15.000,00	15.000,00	0,00	0,00%	15.000,00	0,00	0,00%	0,00%
2310	Traductions	215.000,00	345.000,00	345.000,00	100,00%	0,00	288.948,83	83,75%	83,75%
2320	Support aux activités	147.500,00	157.100,00	146.416,82	93,20%	10.683,18	122.509,82	83,67%	77,98%
Chapitre 23		409.200,00	548.800,00	509.989,92	92,93%	38.810,08	424.407,49	83,22%	77,33%
TOTAL TITRE II		1.727.184,00	1.841.284,00	1.791.305,47	97,29%	49.978,53	1.508.383,97	84,21%	81,92%
Titre III dépenses résultant de l'exercice par l'institution de ses missions									
3000	Frais de missions	165.000,00	165.000,00	127.773,01	77,44%	37.226,99	101.221,11	79,22%	61,35%
3020	Frais de réception	3.000,00	3.000,00	371,93	12,40%	2.628,07	371,93	100,00%	12,40%
3030	Réunions en général	50.000,00	45.000,00	31.485,39	69,97%	13.514,61	9.882,31	31,39%	21,96%
3040	Frais divers de réunion	27.000,00	24.300,00	4.140,18	17,04%	20.159,82	3.840,58	92,76%	15,80%
Chapitre 30		245.000,00	237.300,00	163.770,51	69,01%	73.529,49	115.315,93	70,41%	48,59%
3200	Bibliothèque	8.000,00	8.000,00	3.675,92	45,95%	4.324,08	1.994,74	54,27%	24,93%
3201	Fonds d'archives	15.000,00	13.500,00	237,00	1,76%	13.263,00	237,00	100,00%	1,76%
3210	Publications	179.000,00	161.100,00	113.569,52	70,50%	47.530,48	51.365,54	45,23%	31,88%
Chapitre 32		202.000,00	182.600,00	117.482,44	64,34%	65.117,56	53.597,28	45,62%	29,35%
3300	Etudes	17.800,00	16.100,00	0,00	0,00%	16.100,00	0,00	0,00%	0,00%
3301	Autres subventions	0,00	0,00	0,00	0,00%	0,00	0,00	0,00%	0,00%
Chapitre 33		17.800,00	16.100,00	0,00	0,00%	16.100,00	0,00	0,00%	0,00%
3400	Dépenses diverses	1.500,00	2.100,00	2.100,00	100,00%	0,00	2.100,00	100,00%	100,00%
Chapitre 34		1.500,00	2.100,00	2.100,00	100,00%	0,00	2.100,00	100,00%	100,00%
TOTAL TITRE III		466.300,00	438.100,00	283.352,95	64,68%	154.747,05	171.013,21	60,35%	39,04%
TOTAL TITRE II + III		2.193.484,00	2.279.384,00	2.074.658,42	91,02%	204.725,58	1.679.397,18	80,95%	73,68%
TOTAL GENERAL		10.837.545,00	10.837.545,00	10.331.815,87	95,33%	505.729,13	9.897.950,15	95,80%	91,33%



Annexe 2 : Tableau de bord - crédits reportés 2017 vers 2018

UTILISATION DES CREDITS REPORTEES 2017 vers 2018					
postes budget	Intitulés	Crédits reportés	Paiements effectués	% utilisation	Reste à liquider (RAL)
1040	Missions Médiatrice	6.183,13	3.875,00	62,67%	2.308,13
1050	Cours	742,50	715,00	96,30%	27,50
1204	Frais entrée/cessation fonctions	100,00	0,51	0,51%	99,49
1404	Stages	350,00	148,00	42,29%	202,00
1610	Frais de recrutement	1.874,86	183,80	9,80%	1.691,06
1612	Perfectionnement professionnel	21.955,85	16.952,50	77,21%	5.003,35
1632	Relations sociales personnel	411,03	389,80	94,83%	21,23
1650	Ecoles européennes	28.726,24	28.726,24	100,00%	0,00
Total Titre I		60.343,61	50.990,85	4,84	9.352,76
2000	Loyer	149.424,10	59.335,45	39,71%	90.088,65
2100	Informatique	220.072,68	217.598,02	98,88%	2.474,66
2120	Mobilier	23.776,53	23.418,20	98,49%	358,33
2160	Matériel de transport	16.249,40	14.906,76	91,74%	1.342,64
2300	Fournitures de bureau	1.665,77	1.261,71	75,74%	404,06
2301	Affranchissement	250,00	250,00	100,00%	0,00
2302	Télécommunications	3.000,00	730,79	24,36%	2.269,21
2303	Charges financières	84,00	9,00	10,71%	75,00
2304	Regie avance	342,57	264,55	77,23%	78,02
2310	Traductions	57.145,52	55.257,57	96,70%	1.887,95
2320	Support aux activités	36.175,00	17.098,37	47,27%	19.076,63
Total Titre II		508.185,57	390.130,42	76,77%	118.055,15
3000	Missions staff	34.107,77	23.464,56	68,80%	10.643,21
3030	Réunions externes	60.518,75	59.690,65	98,63%	828,10
3040	Frais réunions internes	24.815,40	21.607,65	87,07%	3.207,75
3200	Documentation et librairie	438,88	407,69	92,89%	31,19
3201	Frais archives	18.050,00	17.100,00	94,74%	950,00
3210	Publications	114.880,70	111.888,77	97,40%	2.991,93
3300	Etudes	20.000,00	20.000,00	100,00%	0,00
Total Titre III		272.811,50	254.159,32	93,16%	18.652,18
Total général		841.340,68	695.280,59	82,64%	146.060,09



Partie II. - États sur l'exécution du budget

1 - Situation des crédits courants de l'exercice
2018

Budgetary Execution by Budget Line and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Budget Position	Appropriation Description	Commitment					Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	% Commit	Balance (non committed Amount)	Com L1 Open Amount (Eur)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	% Payment
A01000	SALAIRES INDEMN ET A	433,500.00	422,122.63	97.38 %	11,377.37	0.00	433,500.00	422,122.63	97.38 %
A01030	PENSIONS	8,000.00	4,850.46	60.63 %	3,149.54	0.00	8,000.00	4,850.46	60.63 %
A01040	FRAIS DE MISSIONS	35,000.00	28,688.73	81.97 %	6,311.27	0.00	35,000.00	19,848.13	56.71 %
A01050	COURS	2,000.00	107.10	5.36 %	1,892.90	0.00	2,000.00	107.10	5.36 %
A01200	SALAIRES ET INDEMN	6,793,083.00	6,574,842.01	96.79 %	218,240.99	0.00	6,793,083.00	6,574,842.01	96.79 %
A01202	HEURES SUPP PAYÉES	3,000.00	251.68	8.39 %	2,748.32	0.00	3,000.00	251.68	8.39 %
A01204	DROITS LIÉS FONCTION	60,000.00	45,854.60	76.42 %	14,145.40	0.00	60,000.00	45,854.60	76.42 %
A01400	AGENTS CONTRACTUELS	694,078.00	675,975.10	97.39 %	18,102.90	0.00	694,078.00	675,975.10	97.39 %
A01404	STAGIAIRES	168,000.00	162,481.78	96.72 %	5,518.22	0.00	168,000.00	162,385.78	96.66 %
A01610	FRAIS DE RECRUTEMENT	5,000.00	950.00	19.00 %	4,050.00	0.00	5,000.00	300.00	6.00 %
A01612	FORMATION PROFES	130,000.00	122,627.73	94.33 %	7,372.27	0.00	130,000.00	94,024.82	72.33 %
A01631	MOBILITÉ	7,000.00	4,407.30	62.96 %	2,592.70	0.00	7,000.00	4,407.30	62.96 %
A01632	RELATIONS SOCIALES	9,500.00	3,998.33	42.09 %	5,501.67	0.00	9,500.00	3,583.36	37.72 %
A01650	ECOLES EUROPÉENNES	210,000.00	210,000.00	100.00 %	0.00	0.00	210,000.00	210,000.00	100.00 %
A02000	LOYER	1,042,984.00	1,041,512.58	99.86 %	1,471.42	0.00	1,042,984.00	1,041,512.58	99.86 %
A02100	ACHAT INFORMATIQUE	216,000.00	211,867.59	98.09 %	4,132.41	0.00	216,000.00	39,040.98	18.07 %
A02120	MOBILIER	13,500.00	10,795.54	79.97 %	2,704.46	0.00	13,500.00	2,514.27	18.62 %
A02160	MATÉRIEL DE TRANSPOR	20,000.00	17,139.84	85.70 %	2,860.16	0.00	20,000.00	908.65	4.54 %
A02300	FOUNITURES DE BUREAU	11,000.00	9,434.24	85.77 %	1,565.76	0.00	11,000.00	6,302.65	57.30 %

Budgetary Execution by Budget Line and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Budget Position	Appropriation Description	Credit Com Amount	Commitment				Payment		
			Commitment Accepted Amount (Euro)	% Commit	Balance (non committed Amout)	Com L1 Open Amount (Eur)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	% Payment
A02301	AFFRANCHISSEMENT	5,000.00	2,795.31	55.91 %	2,204.69	0.00	5,000.00	1,701.64	34.03 %
A02302	TÉLÉCOMMUNICATIONS	11,000.00	3,250.10	29.55 %	7,749.90	0.00	11,000.00	2,250.10	20.46 %
A02303	CHARGES FINANCIÈRES	700.00	525.00	75.00 %	175.00		700.00	226.00	32.29 %
A02304	AUTRES DÉPENSES	4,000.00	2,568.45	64.21 %	1,431.55	0.00	4,000.00	2,468.45	61.71 %
A02305	FRAIS JURIDIQUES	15,000.00		0.00 %	15,000.00		15,000.00		
A02310	TRADUCT ET INTERPRÉT	345,000.00	345,000.00	100.00 %	0.00		345,000.00	288,948.83	83.75 %
A02320	SUPPORT AUX ACTIVITÉ	157,100.00	146,416.82	93.20 %	10,683.18	0.00	157,100.00	122,509.82	77.98 %
B03000	MISSIONS PERSONNEL	165,000.00	127,773.01	77.44 %	37,226.99	0.00	165,000.00	101,221.11	61.35 %
B03020	RÉCEPTIONS ET REPRÉS	3,000.00	371.93	12.40 %	2,628.07	0.00	3,000.00	371.93	12.40 %
B03030	RÉUNIONS EXTERNES	45,000.00	31,485.39	69.97 %	13,514.61	0.00	45,000.00	9,882.31	21.96 %
B03040	RÉUNIONS INTERNES	24,300.00	4,140.18	17.04 %	20,159.82	0.00	24,300.00	3,840.58	15.80 %
B03200	FRAIS DE BIBLIOTHÈQU	8,000.00	3,675.92	45.95 %	4,324.08	0.00	8,000.00	1,994.74	24.93 %
B03201	ARCHIVAGE	13,500.00	237.00	1.76 %	13,263.00		13,500.00	237.00	1.76 %
B03210	PUBLICATIONS	161,100.00	113,569.52	70.50 %	47,530.48	0.00	161,100.00	51,365.54	31.88 %
B03300	ETUDES	16,100.00	0.00	0.00 %	16,100.00		16,100.00		
B03400	FRAIS DIVERS	2,100.00	2,100.00	100.00 %	0.00	0.00	2,100.00	2,100.00	100.00 %
		10,837,545.00	10,331,815.87	95.33 %	505,729.13	0.00	10,837,545.00	9,897,950.15	91.33 %



Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
A01000	SALAIRES INDEMN ET A	433,500.00	422,122.63		433,500.00	422,122.63	0.00
		433,500.00	422,122.63	0.00	433,500.00	422,122.63	0.00
A01030	PENSIONS	8,000.00	4,850.46		8,000.00	4,850.46	0.00
		8,000.00	4,850.46	0.00	8,000.00	4,850.46	0.00
A01040	FRAIS DE MISSIONS	35,000.00	28,688.73		35,000.00	19,848.13	0.00
		35,000.00	28,688.73	0.00	35,000.00	19,848.13	0.00
A01050	COURS	2,000.00	107.10		2,000.00	107.10	0.00
		2,000.00	107.10	0.00	2,000.00	107.10	0.00
A01200	SALAIRES ET INDEMN	6,793,083.00	6,574,842.01		6,793,083.00	6,574,842.01	0.00
		6,793,083.00	6,574,842.01	0.00	6,793,083.00	6,574,842.01	0.00
A01202	HEURES SUPP PAYÉES	3,000.00	251.68		3,000.00	251.68	0.00
		3,000.00	251.68	0.00	3,000.00	251.68	0.00
A01204	DROITS LIÉS FONCTION	60,000.00	45,854.60		60,000.00	45,854.60	0.00
		60,000.00	45,854.60	0.00	60,000.00	45,854.60	0.00
A01400	AGENTS CONTRACTUELS	694,078.00	675,975.10		694,078.00	675,975.10	0.00
		694,078.00	675,975.10	0.00	694,078.00	675,975.10	0.00

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
A01404	STAGIAIRES	168,000.00	162,481.78		168,000.00	162,385.78	0.00
		168,000.00	162,481.78	0.00	168,000.00	162,385.78	0.00
A01610	FRAIS DE RECRUTEMENT	5,000.00	950.00		5,000.00	300.00	0.00
		5,000.00	950.00	0.00	5,000.00	300.00	0.00
A01612	FORMATION PROFES	130,000.00	122,627.73		130,000.00	94,024.82	0.00
		130,000.00	122,627.73	0.00	130,000.00	94,024.82	0.00
A01631	MOBILITÉ	7,000.00	4,407.30		7,000.00	4,407.30	0.00
		7,000.00	4,407.30	0.00	7,000.00	4,407.30	0.00
A01632	RELATIONS SOCIALES	9,500.00	3,998.33		9,500.00	3,583.36	0.00
		9,500.00	3,998.33	0.00	9,500.00	3,583.36	0.00
A01650	ECOLES EUROPÉENNES	210,000.00	210,000.00		210,000.00	210,000.00	0.00
		210,000.00	210,000.00	0.00	210,000.00	210,000.00	0.00
A02000	LOYER	1,042,984.00	1,041,512.58		1,042,984.00	1,041,512.58	0.00
		1,042,984.00	1,041,512.58	0.00	1,042,984.00	1,041,512.58	0.00
A02100	ACHAT INFORMATIQUE	216,000.00	211,867.59		216,000.00	39,040.98	0.00
		216,000.00	211,867.59	0.00	216,000.00	39,040.98	0.00
A02120	MOBILIER	13,500.00	10,795.54		13,500.00	2,514.27	0.00
		13,500.00	10,795.54	0.00	13,500.00	2,514.27	0.00



Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
A02160	MATÉRIEL DE TRANSPOR	20,000.00	17,139.84		20,000.00	908.65	0.00
		20,000.00	17,139.84	0.00	20,000.00	908.65	0.00
A02300	FOUNITURES DE BUREAU	11,000.00	9,434.24		11,000.00	6,302.65	0.00
		11,000.00	9,434.24	0.00	11,000.00	6,302.65	0.00
A02301	AFFRANCHISSEMENT	5,000.00	2,795.31		5,000.00	1,701.64	0.00
		5,000.00	2,795.31	0.00	5,000.00	1,701.64	0.00
A02302	TÉLÉCOMMUNICATIONS	11,000.00	3,250.10		11,000.00	2,250.10	0.00
		11,000.00	3,250.10	0.00	11,000.00	2,250.10	0.00
A02303	CHARGES FINANCIÈRES	700.00	525.00		700.00	226.00	0.00
		700.00	525.00	0.00	700.00	226.00	0.00
A02304	AUTRES DÉPENSES	4,000.00	2,568.45		4,000.00	2,468.45	0.00
		4,000.00	2,568.45	0.00	4,000.00	2,468.45	0.00
A02305	FRAIS JURIDIQUES	15,000.00			15,000.00		
		15,000.00		0.00	15,000.00		
A02310	TRADUCT ET INTERPRÉT	345,000.00	345,000.00		345,000.00	288,948.83	0.00
		345,000.00	345,000.00	0.00	345,000.00	288,948.83	0.00
A02320	SUPPORT AUX ACTIVITÉ	157,100.00	146,416.82		157,100.00	122,509.82	0.00
		157,100.00	146,416.82	0.00	157,100.00	122,509.82	0.00

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
B03000	MISSIONS PERSONNEL	165,000.00	127,773.01		165,000.00	101,221.11	0.00
		165,000.00	127,773.01	0.00	165,000.00	101,221.11	0.00
B03020	RÉCEPTIONS ET REPRÉS	3,000.00	371.93		3,000.00	371.93	0.00
		3,000.00	371.93	0.00	3,000.00	371.93	0.00
B03030	RÉUNIONS EXTERNES	45,000.00	31,485.39		45,000.00	9,882.31	0.00
		45,000.00	31,485.39	0.00	45,000.00	9,882.31	0.00
B03040	RÉUNIONS INTERNES	24,300.00	4,140.18		24,300.00	3,840.58	0.00
		24,300.00	4,140.18	0.00	24,300.00	3,840.58	0.00
B03200	FRAIS DE BIBLIOTHÈQU	8,000.00	3,675.92		8,000.00	1,994.74	0.00
		8,000.00	3,675.92	0.00	8,000.00	1,994.74	0.00
B03201	ARCHIVAGE	13,500.00	237.00		13,500.00	237.00	0.00
		13,500.00	237.00	0.00	13,500.00	237.00	0.00
B03210	PUBLICATIONS	161,100.00	113,569.52		161,100.00	51,365.54	0.00
		161,100.00	113,569.52	0.00	161,100.00	51,365.54	0.00
B03300	ETUDES	16,100.00	0.00		16,100.00		
		16,100.00	0.00	0.00	16,100.00		
B03400	FRAIS DIVERS	2,100.00	2,100.00		2,100.00	2,100.00	0.00
		2,100.00	2,100.00	0.00	2,100.00	2,100.00	0.00



Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
Total		10,837,545.00	10,331,815.87	0.00	10,837,545.00	9,897,950.15	0.00



Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
A-1000	SALAIRES INDEMN ET A	433,500.00	422,122.63	422,122.63	0.00	0.00	422,122.63	11,377.37
		433,500.00	422,122.63	422,122.63	0.00	0.00	422,122.63	11,377.37
A-1030	PENSIONS	8,000.00	4,850.46	4,850.46	0.00		4,850.46	3,149.54
		8,000.00	4,850.46	4,850.46	0.00		4,850.46	3,149.54
A-1040	FRAIS DE MISSIONS	35,000.00	28,688.73	28,688.73	0.00		28,688.73	6,311.27
		35,000.00	28,688.73	28,688.73	0.00		28,688.73	6,311.27
A-1050	COURS	2,000.00	107.10	107.10	0.00		107.10	1,892.90
		2,000.00	107.10	107.10	0.00		107.1	1,892.90
A-1200	SALAIRES ET INDEMN	6,793,083.00	6,573,560.56	6,573,560.56	0.00	1,281.45	6,574,842.01	218,240.99
		6,793,083.00	6,573,560.56	6,573,560.56	0.00	1,281.45	6,574,842.01	218,240.99
A-1202	HEURES SUPP PAYÉES	3,000.00	251.68	251.68	0.00		251.68	2,748.32
		3,000.00	251.68	251.68	0.00		251.68	2,748.32
A-1204	DROITS LIÉS FONCTION	60,000.00	770.24	770.24	0.00	45,084.36	45,854.60	14,145.40
		60,000.00	770.24	770.24	0.00	45,084.36	45,854.6	14,145.40

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
A-1400	AGENTS CONTRACTUELS	694,078.00	675,832.10	675,832.10	0.00	143.00	675,975.10	18,102.90
		694,078.00	675,832.10	675,832.10	0.00	143.00	675,975.1	18,102.90
A-1404	STAGIAIRES	168,000.00	162,481.78	162,481.78	0.00		162,481.78	5,518.22
		168,000.00	162,481.78	162,481.78	0.00		162,481.78	5,518.22
A-1610	FRAIS DE RECRUTEMENT	5,000.00	950.00	950.00	0.00		950.00	4,050.00
		5,000.00	950.00	950.00	0.00		950	4,050.00
A-1612	FORMATION PROFES	130,000.00	122,627.73	122,627.73	0.00		122,627.73	7,372.27
		130,000.00	122,627.73	122,627.73	0.00		122,627.73	7,372.27
A-1631	MOBILITÉ	7,000.00				4,407.30	4,407.30	2,592.70
		7,000.00				4,407.30	4,407.3	2,592.70
A-1632	RELATIONS SOCIALES	9,500.00	3,998.33	3,998.33	0.00		3,998.33	5,501.67
		9,500.00	3,998.33	3,998.33	0.00		3,998.33	5,501.67
A-1650	ECOLES EUROPÉENNES	210,000.00				210,000.00	210,000.00	0.00
		210,000.00				210,000.00	210,000	0.00

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
A-2000	LOYER	1,042,984.00				1,041,512.58	1,041,512.58	1,471.42
		1,042,984.00				1,041,512.58	1,041,512.58	1,471.42
A-2100	ACHAT INFORMATIQUE	216,000.00	38,497.20	38,497.20	0.00	173,370.39	211,867.59	4,132.41
		216,000.00	38,497.20	38,497.20	0.00	173,370.39	211,867.59	4,132.41
A-2120	MOBILIER	13,500.00	2,988.99	2,988.99	0.00	7,806.55	10,795.54	2,704.46
		13,500.00	2,988.99	2,988.99	0.00	7,806.55	10,795.54	2,704.46
A-2160	MATÉRIEL DE TRANSPOR	20,000.00	17,139.84	17,139.84	0.00		17,139.84	2,860.16
		20,000.00	17,139.84	17,139.84	0.00		17,139.84	2,860.16
A-2300	FOUNITURES DE BUREAU	11,000.00	9,434.24	9,434.24	0.00		9,434.24	1,565.76
		11,000.00	9,434.24	9,434.24	0.00		9,434.24	1,565.76
A-2301	AFFRANCHISSEMENT	5,000.00	2,795.31	2,795.31	0.00		2,795.31	2,204.69
		5,000.00	2,795.31	2,795.31	0.00		2,795.31	2,204.69
A-2302	TÉLÉCOMMUNICATIONS	11,000.00	3,250.10	3,250.10	0.00		3,250.10	7,749.90
		11,000.00	3,250.10	3,250.10	0.00		3,250.1	7,749.90

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
A-2303	CHARGES FINANCIÈRES	700.00				525.00	525.00	175.00
		700.00				525.00	525	175.00
A-2304	AUTRES DÉPENSES	4,000.00	2,568.45	2,568.45	0.00	0.00	2,568.45	1,431.55
		4,000.00	2,568.45	2,568.45	0.00	0.00	2,568.45	1,431.55
A-2305	FRAIS JURIDIQUES	15,000.00						15,000.00
		15,000.00						15,000.00
A-2310	TRADUCT ET INTERPRÉT	345,000.00				345,000.00	345,000.00	0.00
		345,000.00				345,000.00	345,000	0.00
A-2320	SUPPORT AUX ACTIVITÉ	157,100.00	137,416.82	137,416.82	0.00	9,000.00	146,416.82	10,683.18
		157,100.00	137,416.82	137,416.82	0.00	9,000.00	146,416.82	10,683.18
B3-000	MISSIONS PERSONNEL	165,000.00	127,273.01	127,273.01	0.00	500.00	127,773.01	37,226.99
		165,000.00	127,273.01	127,273.01	0.00	500.00	127,773.01	37,226.99
B3-020	RÉCEPTIONS ET REPRÉS	3,000.00	371.93	371.93	0.00		371.93	2,628.07
		3,000.00	371.93	371.93	0.00		371.93	2,628.07

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

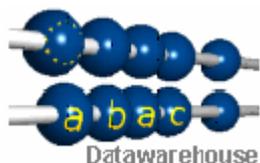
Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
B3-030	RÉUNIONS EXTERNES	45,000.00	6,495.59	6,495.59	0.00	24,989.80	31,485.39	13,514.61
		45,000.00	6,495.59	6,495.59	0.00	24,989.80	31,485.39	13,514.61
B3-040	RÉUNIONS INTERNES	24,300.00	4,140.18	4,140.18	0.00		4,140.18	20,159.82
		24,300.00	4,140.18	4,140.18	0.00		4,140.18	20,159.82
B3-200	FRAIS DE BIBLIOTHÈQU	8,000.00	3,675.92	3,675.92	0.00		3,675.92	4,324.08
		8,000.00	3,675.92	3,675.92	0.00		3,675.92	4,324.08
B3-201	ARCHIVAGE	13,500.00				237.00	237.00	13,263.00
		13,500.00				237.00	237	13,263.00
B3-210	PUBLICATIONS	161,100.00	61,977.52	61,977.52	0.00	51,592.00	113,569.52	47,530.48
		161,100.00	61,977.52	61,977.52	0.00	51,592.00	113,569.52	47,530.48
B3-300	ETUDES	16,100.00				0.00	0.00	16,100.00
		16,100.00				0.00	0	16,100.00
B3-400	FRAIS DIVERS	2,100.00	2,100.00	2,100.00	0.00		2,100.00	0.00
		2,100.00	2,100.00	2,100.00	0.00		2,100	0.00



Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
Total		10,837,545.00	8,416,366.44	8,416,366.44	0.00	1,915,449.43	10,331,815.87	505,729.13



Budgetary_Execution_Details C1 : 38215661

Budgetary_Execution_Details C1 : 38215661

Prompts (parameters) : Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C1

Category	Standard Reports/Credit
Function	<p>This list gives the level of execution for the commitment and payment appropriations of the selected budget lines.</p> <p>The first tab gives an overview by budget item and fund source.</p> <p>The percentage of consumption is computed for commitments and payments. An alerter gives a warning for a commitment appropriation lower than 95 %.</p> <p>The second tab presents the amounts by detailed budget position (especially useful for administrative credits).</p> <p>A separate sheet gives the consumption of Level 1 commitments. Please note that the 'L1 accepted amount' gives the amount not yet consumed by L2 commitments at the beginning of the financial year. In ABAC WF, the L1 accepted amount gives you the total amount of that Level 1 commitment.</p> <p>Among the prompts, budget position requires the user to enter the budget line with dots (e.g. 21.010211.00); fund sources can be selected as required or without distinction using the [All] value.</p>
Version	[1.0.6]
Name	Budgetary_Execution_Details



2 - Situation des crédits reportés de l'exercice 2018

Budgetary Execution by Budget Line and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Budget Position	Appropriation Description	Credit Com Amount	Commitment				Payment		
			Commitment Accepted Amount (Euro)	% Commit	Balance (non committed Amount)	Com L1 Open Amount (Eur)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	% Payment
A01040	FRAIS DE MISSIONS	6,183.13	3,875.00	62.67 %	2,308.13	0.00	6,183.13	3,875.00	62.67 %
A01050	COURS	742.50	715.00	96.30 %	27.50	0.00	742.50	715.00	96.30 %
A01204	DROITS LIÉS FONCTION	100.00	0.51	0.51 %	99.49		100.00	0.51	0.51 %
A01404	STAGIAIRES	350.00	148.00	42.29 %	202.00	0.00	350.00	148.00	42.29 %
A01610	FRAIS DE RECRUTEMENT	1,874.86	183.80	9.80 %	1,691.06	0.00	1,874.86	183.80	9.80 %
A01612	FORMATION PROFES	21,955.85	16,952.50	77.21 %	5,003.35	0.00	21,955.85	16,952.50	77.21 %
A01632	RELATIONS SOCIALES	411.03	389.80	94.83 %	21.23	0.00	411.03	389.80	94.83 %
A01650	ECOLES EUROPÉENNES	28,726.24	28,726.24	100.00 %	0.00		28,726.24	28,726.24	100.00 %
A02000	LOYER	149,424.10	59,335.45	39.71 %	90,088.65		149,424.10	59,335.45	39.71 %
A02100	ACHAT INFORMATIQUE	220,072.68	217,598.02	98.88 %	2,474.66	0.00	220,072.68	217,598.02	98.88 %
A02120	MOBILIER	23,776.53	23,418.20	98.49 %	358.33	0.00	23,776.53	23,418.20	98.49 %
A02160	MATÉRIEL DE TRANSPOR	16,249.40	14,906.76	91.74 %	1,342.64	0.00	16,249.40	14,906.76	91.74 %
A02300	FOUNITURES DE BUREAU	1,665.77	1,261.71	75.74 %	404.06	0.00	1,665.77	1,261.71	75.74 %
A02301	AFFRANCHISSEMENT	250.00	250.00	100.00 %	0.00	0.00	250.00	250.00	100.00 %
A02302	TÉLÉCOMMUNICATIONS	3,000.00	730.79	24.36 %	2,269.21	0.00	3,000.00	730.79	24.36 %
A02303	CHARGES FINANCIÈRES	84.00	9.00	10.71 %	75.00		84.00	9.00	10.71 %
A02304	AUTRES DÉPENSES	342.57	264.55	77.23 %	78.02	0.00	342.57	264.55	77.23 %
A02310	TRADUCT ET INTERPRÉT	57,145.52	55,257.57	96.70 %	1,887.95		57,145.52	55,257.57	96.70 %
A02320	SUPPORT AUX ACTIVITÉ	36,175.00	17,098.37	47.27 %	19,076.63	0.00	36,175.00	17,098.37	47.27 %



Budgetary Execution by Budget Line and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Budget Position	Appropriation Description	Commitment					Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	% Commit	Balance (non committed Amout)	Com L1 Open Amount (Eur)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	% Payment
B03000	MISSIONS PERSONNEL	34,107.77	23,464.56	68.80 %	10,643.21	0.00	34,107.77	23,464.56	68.80 %
B03030	RÉUNIONS EXTERNES	60,518.75	59,690.65	98.63 %	828.10	0.00	60,518.75	59,690.65	98.63 %
B03040	RÉUNIONS INTERNES	24,815.40	21,607.65	87.07 %	3,207.75	0.00	24,815.40	21,607.65	87.07 %
B03200	FRAIS DE BIBLIOTHÈQU	438.88	407.69	92.89 %	31.19	0.00	438.88	407.69	92.89 %
B03201	ARCHIVAGE	18,050.00	17,100.00	94.74 %	950.00		18,050.00	17,100.00	94.74 %
B03210	PUBLICATIONS	114,880.70	111,888.77	97.40 %	2,991.93	0.00	114,880.70	111,888.77	97.40 %
B03300	ETUDES	20,000.00	20,000.00	100.00 %	0.00		20,000.00	20,000.00	100.00 %
		841,340.68	695,280.59	82.64 %	146,060.09	0.00	841,340.68	695,280.59	82.64 %

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
A01040	FRAIS DE MISSIONS	6,183.13	3,875.00		6,183.13	3,875.00	0.00
		6,183.13	3,875.00	0.00	6,183.13	3,875.00	0.00
A01050	COURS	742.50	715.00		742.50	715.00	0.00
		742.50	715.00	0.00	742.50	715.00	0.00
A01204	DROITS LIÉS FONCTION	100.00	0.51		100.00	0.51	0.00
		100.00	0.51	0.00	100.00	0.51	0.00
A01404	STAGIAIRES	350.00	148.00		350.00	148.00	0.00
		350.00	148.00	0.00	350.00	148.00	0.00
A01610	FRAIS DE RECRUTEMENT	1,874.86	183.80		1,874.86	183.80	0.00
		1,874.86	183.80	0.00	1,874.86	183.80	0.00
A01612	FORMATION PROFES	21,955.85	16,952.50		21,955.85	16,952.50	0.00
		21,955.85	16,952.50	0.00	21,955.85	16,952.50	0.00
A01632	RELATIONS SOCIALES	411.03	389.80		411.03	389.80	0.00
		411.03	389.80	0.00	411.03	389.80	0.00
A01650	ECOLES EUROPÉENNES	28,726.24	28,726.24		28,726.24	28,726.24	0.00
		28,726.24	28,726.24	0.00	28,726.24	28,726.24	0.00



Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
A02000	LOYER	149,424.10	59,335.45		149,424.10	59,335.45	0.00
		149,424.10	59,335.45	0.00	149,424.10	59,335.45	0.00
A02100	ACHAT INFORMATIQUE	220,072.68	217,598.02		220,072.68	217,598.02	0.00
		220,072.68	217,598.02	0.00	220,072.68	217,598.02	0.00
A02120	MOBILIER	23,776.53	23,418.20		23,776.53	23,418.20	0.00
		23,776.53	23,418.20	0.00	23,776.53	23,418.20	0.00
A02160	MATÉRIEL DE TRANSPOR	16,249.40	14,906.76		16,249.40	14,906.76	0.00
		16,249.40	14,906.76	0.00	16,249.40	14,906.76	0.00
A02300	FOUNITURES DE BUREAU	1,665.77	1,261.71		1,665.77	1,261.71	0.00
		1,665.77	1,261.71	0.00	1,665.77	1,261.71	0.00
A02301	AFFRANCHISSEMENT	250.00	250.00		250.00	250.00	0.00
		250.00	250.00	0.00	250.00	250.00	0.00
A02302	TÉLÉCOMMUNICATIONS	3,000.00	730.79		3,000.00	730.79	0.00
		3,000.00	730.79	0.00	3,000.00	730.79	0.00
A02303	CHARGES FINANCIÈRES	84.00	9.00		84.00	9.00	0.00
		84.00	9.00	0.00	84.00	9.00	0.00
A02304	AUTRES DÉPENSES	342.57	264.55		342.57	264.55	0.00
		342.57	264.55	0.00	342.57	264.55	0.00

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
A02310	TRADUCT ET INTERPRÉT	57,145.52	55,257.57		57,145.52	55,257.57	0.00
		57,145.52	55,257.57	0.00	57,145.52	55,257.57	0.00
A02320	SUPPORT AUX ACTIVITÉ	36,175.00	17,098.37		36,175.00	17,098.37	0.00
		36,175.00	17,098.37	0.00	36,175.00	17,098.37	0.00
B03000	MISSIONS PERSONNEL	34,107.77	23,464.56		34,107.77	23,464.56	0.00
		34,107.77	23,464.56	0.00	34,107.77	23,464.56	0.00
B03030	RÉUNIONS EXTERNES	60,518.75	59,690.65		60,518.75	59,690.65	0.00
		60,518.75	59,690.65	0.00	60,518.75	59,690.65	0.00
B03040	RÉUNIONS INTERNES	24,815.40	21,607.65		24,815.40	21,607.65	0.00
		24,815.40	21,607.65	0.00	24,815.40	21,607.65	0.00
B03200	FRAIS DE BIBLIOTHÈQU	438.88	407.69		438.88	407.69	0.00
		438.88	407.69	0.00	438.88	407.69	0.00
B03201	ARCHIVAGE	18,050.00	17,100.00		18,050.00	17,100.00	0.00
		18,050.00	17,100.00	0.00	18,050.00	17,100.00	0.00
B03210	PUBLICATIONS	114,880.70	111,888.77		114,880.70	111,888.77	0.00
		114,880.70	111,888.77	0.00	114,880.70	111,888.77	0.00
B03300	ETUDES	20,000.00	20,000.00		20,000.00	20,000.00	0.00
		20,000.00	20,000.00	0.00	20,000.00	20,000.00	0.00



Budgetary Execution by Budget Position and Fund Source

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Budget Position	Appropriation Description	Commitment			Payment		
		Credit Com Amount	Commitment Accepted Amount (Euro)	Commitment Workflow Amount (Euro)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	Pay Workflow Amount (Eur)
Total		841,340.68	695,280.59	0.00	841,340.68	695,280.59	0.00



Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
A-1040	FRAIS DE MISSIONS	6,183.13	3,875.00	3,875.00	0.00		3,875.00	2,308.13
		6,183.13	3,875.00	3,875.00	0.00		3,875	2,308.13
A-1050	COURS	742.50	715.00	715.00	0.00		715.00	27.50
		742.50	715.00	715.00	0.00		715	27.50
A-1204	DROITS LIÉS FONCTION	100.00				0.51	0.51	99.49
		100.00				0.51	0.51	99.49
A-1404	STAGIAIRES	350.00	148.00	148.00	0.00		148.00	202.00
		350.00	148.00	148.00	0.00		148	202.00
A-1610	FRAIS DE RECRUTEMENT	1,874.86	183.80	183.80	0.00		183.80	1,691.06
		1,874.86	183.80	183.80	0.00		183.8	1,691.06
A-1612	FORMATION PROFES	21,955.85	16,952.50	16,952.50	0.00		16,952.50	5,003.35
		21,955.85	16,952.50	16,952.50	0.00		16,952.5	5,003.35
A-1632	RELATIONS SOCIALES	411.03	389.80	389.80	0.00		389.80	21.23
		411.03	389.80	389.80	0.00		389.8	21.23

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
A-1650	ECOLES EUROPÉENNES	28,726.24				28,726.24	28,726.24	0.00
		28,726.24				28,726.24	28,726.24	0.00
A-2000	LOYER	149,424.10				59,335.45	59,335.45	90,088.65
		149,424.10				59,335.45	59,335.45	90,088.65
A-2100	ACHAT INFORMATIQUE	220,072.68	22,470.16	22,470.16	0.00	195,127.86	217,598.02	2,474.66
		220,072.68	22,470.16	22,470.16	0.00	195,127.86	217,598.02	2,474.66
A-2120	MOBILIER	23,776.53	13,776.52	13,776.52	0.00	9,641.68	23,418.20	358.33
		23,776.53	13,776.52	13,776.52	0.00	9,641.68	23,418.2	358.33
A-2160	MATÉRIEL DE TRANSPOR	16,249.40	14,906.76	14,906.76	0.00		14,906.76	1,342.64
		16,249.40	14,906.76	14,906.76	0.00		14,906.76	1,342.64
A-2300	FOUNITURES DE BUREAU	1,665.77	1,261.71	1,261.71	0.00		1,261.71	404.06
		1,665.77	1,261.71	1,261.71	0.00		1,261.71	404.06
A-2301	AFFRANCHISSEMENT	250.00	250.00	250.00	0.00		250.00	0.00
		250.00	250.00	250.00	0.00		250	0.00

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
A-2302	TÉLÉCOMMUNICATIONS	3,000.00	730.79	730.79	0.00		730.79	2,269.21
		3,000.00	730.79	730.79	0.00		730.79	2,269.21
A-2303	CHARGES FINANCIÈRES	84.00				9.00	9.00	75.00
		84.00				9.00	9	75.00
A-2304	AUTRES DÉPENSES	342.57	264.55	264.55	0.00		264.55	78.02
		342.57	264.55	264.55	0.00		264.55	78.02
A-2310	TRADUCT ET INTERPRÉT	57,145.52				55,257.57	55,257.57	1,887.95
		57,145.52				55,257.57	55,257.57	1,887.95
A-2320	SUPPORT AUX ACTIVITÉ	36,175.00	11,910.37	11,910.37	0.00	5,188.00	17,098.37	19,076.63
		36,175.00	11,910.37	11,910.37	0.00	5,188.00	17,098.37	19,076.63
B3-000	MISSIONS PERSONNEL	34,107.77	22,974.42	22,974.42	0.00	490.14	23,464.56	10,643.21
		34,107.77	22,974.42	22,974.42	0.00	490.14	23,464.56	10,643.21
B3-030	RÉUNIONS EXTERNES	60,518.75	59,690.65	59,690.65	0.00		59,690.65	828.10
		60,518.75	59,690.65	59,690.65	0.00		59,690.65	828.10

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Official Budget Sub Item	Appropriation Description	Credit Com Amount (1)	Com L1 Total Committed Amount (Eur) (2)	Consumed Indirect L2 Commitment Approp (L2 on L1) (3)	RAL on Level 1 Commitments (4)=(2)-(3)	Consumed Direct L2 Commitment Approp (5)	Total consumed on Appropriation (6)=(2)+(5)	RAL on Appropriation (7)=(1)-(6)
B3-040	RÉUNIONS INTERNES	24,815.40	1,042.60	1,042.60	0.00	20,565.05	21,607.65	3,207.75
		24,815.40	1,042.60	1,042.60	0.00	20,565.05	21,607.65	3,207.75
B3-200	FRAIS DE BIBLIOTHÈQU	438.88	407.69	407.69	0.00		407.69	31.19
		438.88	407.69	407.69	0.00		407.69	31.19
B3-201	ARCHIVAGE	18,050.00				17,100.00	17,100.00	950.00
		18,050.00				17,100.00	17,100	950.00
B3-210	PUBLICATIONS	114,880.70	6,801.86	6,801.86	0.00	105,086.91	111,888.77	2,991.93
		114,880.70	6,801.86	6,801.86	0.00	105,086.91	111,888.77	2,991.93
B3-300	ETUDES	20,000.00				20,000.00	20,000.00	0.00
		20,000.00				20,000.00	20,000	0.00
Total		841,340.68	178,752.18	178,752.18	0.00	516,528.41	695,280.59	146,060.09



Budgetary_Execution_Details C8: 38215661

Prompts (parameters) : Budget Year: 2018 / Budget Position: % / Fund Mgt Center: % / Financial Mgt Area: OMBU / Fund Source: C8

Category	Standard Reports/Credit
Function	<p>This list gives the level of execution for the commitment and payment appropriations of the selected budget lines.</p> <p>The first tab gives an overview by budget item and fund source.</p> <p>The percentage of consumption is computed for commitments and payments. An alerter gives a warning for a commitment appropriation lower than 95 %.</p> <p>The second tab presents the amounts by detailed budget position (especially useful for administrative credits).</p> <p>A separate sheet gives the consumption of Level 1 commitments. Please note that the 'L1 accepted amount' gives the amount not yet consumed by L2 commitments at the beginning of the financial year. In ABAC WF, the L1 accepted amount gives you the total amount of that Level 1 commitment.</p> <p>Among the prompts, budget position requires the user to enter the budget line with dots (e.g. 21.010211.00); fund sources can be selected as required or without distinction using the [All] value.</p>
Version	[1.0.6]
Name	Budgetary_Execution_Details



3 - Situation des recettes de l'exercice 2018



Appropriation(s) list

Local Key	Comm.Credits	Comm.Cons.	Comm.Credits Avail.	Pay.Credits	Pay.Cons.	Pay.Credits Avail.	Inc. Cons.	Description
OMBU-I2018-%-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES OMBU 2014
OMBU-I2018-04-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES PERSONNEL
OMBU-I2018-040-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	TAXES ET RETENUES DI
OMBU-I2018-0400-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	IMPÔTS
OMBU-I2018-04000-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	-517 301.41	IMPÔTS
OMBU-I2018-0404-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	PRÉLÈVEMENT SPÉCIAL
OMBU-I2018-04040-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	-98 885.59	PRÉLÈVEMENT SPÉCIAL
OMBU-I2018-041-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB PENSIONS
OMBU-I2018-0410-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB PENSIONS
OMBU-I2018-04100-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	-541 066.69	CONTRIB PENSIONS
OMBU-I2018-0411-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	TRANSFERTS RACHAT PE
OMBU-I2018-04110-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	TRANSFERTS RACHAT PE
OMBU-I2018-0412-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB AGENTS CCP P
OMBU-I2018-04120-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB AGENTS CCP P

Local Key	Comm.Credits	Comm.Cons.	Comm.Credits Avail.	Pay.Credits	Pay.Cons.	Pay.Credits Avail.	Inc. Cons.	Description
OMBU-I2018-06-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB ET RESTITUTI
OMBU-I2018-066-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	AUTRES CONTRIB ET RE
OMBU-I2018-0660-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	AUTRES CONTRIB ET RE
OMBU-I2018-06600-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES AFFECTÉES
OMBU-I2018-09-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES DIVERSES
OMBU-I2018-090-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES DIVERSES
OMBU-I2018-0900-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES DIVERSES
OMBU-I2018-09000-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	283.41	RECETTES DIVERSES



Partie III. - États financiers

1 - Bilan financier au 31 décembre 2018

2 - Résultat économique de l'exercice 2018

3 - Tableau de flux de trésorerie pour l'exercice 2018

4 - Etat de variation de l'actif net

5 - Rapprochement entre l'exécution budgétaire et le résultat des activités de l'exercice 2018

6 - Notes annexes aux états financiers



European Ombudsman

The Accounting officer

Provisional annual accounts European Ombudsman

Financial year 2018



Contents

Contents	2
1. Legal bases and accounting principles	3
1.1 Overview	3
1.2 Legal bases	3
1.3 Accounting principles	4
1.4 Accounting rules	5
2. Financial statements	8
2.1 Balance sheet as at 31 December 2018	8
2.2 Statement of financial performance for the financial year 2018	10
2.3 Cashflow statement for the financial year 2018	11
2.4 Statement of changes in net assets	12
2.5 Reconciliation of budget outturn with economic result for the financial year 2018	13
2.6 Contingent liabilities	14
3. Notes to the financial statements	15
3.1 Notes to the balance sheet	15
3.2 Notes to the statement of financial performance	19
3.3 Notes to the cashflow statement	21



1. Legal bases and accounting principles

1.1 Overview

The European Ombudsman's accounting system is made up of budgetary accounts and general accruals-based accounts; they are kept in euros. The purpose of the budgetary accounts is to give a detailed picture of budget implementation; they are based on a modified form of cash accounting, i.e. an item of expenditure or revenue is recognised when a payment is made or income is received, with the exception of elements such as carryovers. In accruals-based accounting, expenditure and revenue are recorded, regardless of date of payment or of receipt, in the period when the related work or service is performed.

The accounts must not only comply with the rules and be accurate and comprehensive, but must also present a true and fair view of the institution's assets and liabilities, entitlements and obligations, cashflows, and budget implementation in terms of revenue and expenditure operations.

The objective of the financial statements is to provide information about the assets and liabilities, financial position, economic result, cashflows and equity movements of an entity.

The budget statements summarise the budget operations for a financial year in terms of revenue and expenditure.

1.2 Legal bases

The institution's financial statements are presented on the basis of the accounting principle of accruals-based accounting in accordance with the following:

- Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union;
- The Commission's accounting rules (based on International Public Sector Accounting Standards (IPSAS)) adopted by the Commission's Accounting Officer on 28 December 2004 and amended on 18 December 2015.



1.3 Accounting principles

The financial statements are presented in accordance with the following principles:

Principle of unit of account (Article 19 of the Financial Regulation)

The budget must be drawn up and implemented in euros and the accounts must be presented in euros.

Going-concern principle (IPSAS 1; Commission Accounting Rule 2)

The going-concern principle means that, for the purposes of preparing the financial statements, the institution is deemed to have been established for an indefinite duration.

Principle of prudence (IPSAS 1; Commission Accounting Rule 2)

The principle of prudence means that assets and income must not be overstated and liabilities and charges must not be understated. However, the principle of prudence does not allow the creation of hidden reserves or undue provisions.

Principle of consistent accounting methods (IPSAS 1; Commission Accounting Rule 2)

The principle of consistent accounting methods means that the structure of the components of the financial statements and the accounting methods and valuation rules may not be changed from one year to the next.

Principle of comparability of information (IPSAS 1; Commission Accounting Rule 2)

The principle of comparability of information means that for each item the financial statements must also show the amount of the corresponding item the previous year.

Materiality principle (IPSAS 1; Commission Accounting Rule 2)

The materiality principle means that all operations which are of significance for the information sought must be taken into account in the financial statements. Materiality must be assessed in particular by reference to the nature of the transaction or the amount.

No-netting principle (IPSAS 1; Commission Accounting Rule 2)

The no-netting principle means that receivables and debts may not be offset against each other, nor may charges and income, save where charges and income derive from the same transaction, from similar transactions or from hedging operations and provided that they are not individually material.



Principle of reality over appearance (IPSAS 1; Commission Accounting Rule 2)

The principle of reality over appearance means that accounting events recorded in the financial statements must be presented by reference to their economic nature;

Accrual-based accounting principle (IPSAS 1; Commission Accounting Rule 2)

The accrual-based accounting principle means that transactions and events must be entered in the accounts when they occur and not when amounts are actually paid or recovered. They are to be recorded in the accounts for the financial years to which they pertain.

1.4 Accounting rules

In accordance with Articles 143 and 144 of the Financial Regulation, the financial statements must comply with the 18 accounting rules adopted by the Commission's Accounting Officer in December 2004 and updated on 18 December 2015.

The main rules affecting the European Ombudsman's accounts are summarised below:

Tangible and intangible fixed assets

Tangible and intangible fixed assets are valued at their purchase price in euros (or, if necessary, at their purchase price in another currency converted into euros at the rate applicable at the time of purchase).

The book value of an intangible fixed asset is equal to its purchase or production price less accumulated depreciation and write-downs plus write-ups.

Ancillary costs are included in the fixed asset amount or separately recognised as an intangible fixed asset only if they generate a future economic benefit. Any repair or maintenance work is recognised as an expense in the year in which it is incurred.

Depreciation is calculated using the straight-line method on a monthly basis so as to allocate the cost over the estimated life of the item concerned.

Fixed assets are adjusted in value, if necessary, at the annual closure of accounts.

Intangible assets are non-monetary, identifiable assets without physical substance. To be entered as assets on the balance sheet, they must be under the institution's control and generate economic benefits for the European Union. Software which has been purchased is regarded as an intangible asset.

Since 1 January 2010, software developed in-house has had to be recorded as an intangible asset. The threshold used when drawing up the European



Ombudsman's balance sheet is EUR 50 000 (consolidation threshold: EUR 2 000 000).

Currency conversion and exchange differences

The financial statements are presented in euros.

Transactions denominated in a foreign currency will be entered in the EU's financial statements in euros at the exchange rate applicable on the transaction date.

When the accounts are closed, monetary balance sheet items must be converted at the closing rate.

Exchange differences are entered in specific sections of the statement of financial performance either as expenditure or as revenue, depending on the nature of the transactions to which they relate.

Leases

Leases that do not give rise to a substantial transfer of risks or ownership - the lessor retains a significant portion of the risks and rewards inherent to ownership - are classified as operating leases. Payments made under operating leases are charged to the statement of financial performance on a straight-line basis over the period of the lease.

Receivables

Receivables are entered at their realisable value.

There is no bad-debt provision in respect of European institutions (consolidated entities).

Allowances may be established for other types of bad debt on the basis of a review of open accounts on the date of closure if there is objective evidence that the amounts concerned are unrecoverable.

Cash and cash equivalents

These are defined as current assets. They include cash at hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Provisions

Provisions are established and entered in the accounts by the institution where it bears a legal and valid obligation resulting from a previous transaction and resources will probably have to be drawn on in order to discharge the obligation.

It must be possible, however, to make a reasonable and reliable estimate of the amount of provisions.



Income and expenses

Transactions and events are recognised in the financial statements in the period to which they relate.

Expenses from exchange transactions arising from the purchase of goods or services are recognised when the goods or services are delivered and accepted. They are valued at original invoice cost. Expenses from non-exchange transactions are recognised as expenses in the period during which the events giving rise to the transfer occurred, provided that the type of transfer concerned is allowed by the relevant rules or a contract has been signed that authorises the transfer, any eligibility criteria have been met by the beneficiary, and the amount can be reasonably estimated. Revenue from the sale of goods or services is recognised when the significant risk and rewards of ownership of the goods are transferred to the purchaser. Revenue is recognised by reference to the stage of completion of the transaction at the reporting date.

At the end of the accounting period, accrued expenses are recognised based on an estimated amount of the transfer obligation for the period. Revenue is also accounted for in the period to which it relates. At year-end, if an invoice has not yet been issued but the service concerned has been performed or goods have been delivered, accrued income will be recognised in the financial statements. At year-end, if an invoice has not yet been issued but the service concerned has not been performed or goods have not been delivered, accrued income will be recognised in the financial statements.

Preliminary remark: The amounts given in the following financial statements are rounded to the nearest euro.



2. Financial statements

2.1 Balance sheet as at 31 December 2018

<u>ASSETS</u>		Note	31.12.2018 <u>EUR</u>	31.12.2017 <u>EUR</u>
<u>Non-current assets</u>		3.1.1		
I.	INTANGIBLE FIXED ASSETS		17.411,35	18.418,80
II.	TANGIBLE FIXED ASSETS		171.578,49	164.403,60
			188.989,84	182.822,40
<u>Current assets</u>		3.1.2		
III.	SHORT-TERM RECEIVABLES			
	Sundry debtors		7.965,10	15.406,96
	Other receivables		31.974,89	34.157,23
	Accrued interest		109,58	95,78
	Receivables from European Union bodies		- 182,20	- 738,29
	Deferred charges		0,00	0,00
	Income to be received from consolidated entities		0,00	0,00
			39.867,37	48.921,68
IV.	CASH AND CASH EQUIVALENTS		687.908,29	412.788,21
			916.765,50	644.532,29



	Note	31.12.2018	31.12.2017
<u>LIABILITIES</u>		<u>EUR</u>	<u>EUR</u>
<u>Capital</u>			
I. OWN FUNDS	3.1.3		
Economic result for the financial year		466.409,86	- 687.289,88
Results carried over from previous years		144.604,36	831.894,24
		<u>611.014,22</u>	<u>144.604,36</u>
<u>Non-current</u>			
II. LONG-TERM DEBT	3.1.4		
Pensions provision		0,00	-
Provisions for charges		0,00	-
		<u>0,00</u>	<u>-</u>
<u>Current</u>			
III. CURRENT LIABILITIES	3.1.5		
Short-term provision		0,00	-
Trade accounts payable		20.586,32	7.483,95
Accounts payable with consolidated entities		14.066,10	2,96
Sundry creditors		-41,72	0,00
Accrued charges		177.637,35	202.186,86
Accrued charges with consolidated entities		93.503,23	290.254,16
		<u>305.751,28</u>	<u>499.927,93</u>
		<u>916.765,50</u>	<u>644.532,29</u>



2.2 Statement of financial performance for the financial year 2018

	Note	<u>2018</u>	<u>2017</u>
<u>OPERATING REVENUE</u>	3.2.1		
Commission's financial contribution		9.700.000,00	8.600.000,00
Staff-related revenue		1.1157.253,69	1.111.244,14
Other income		0,00	0,00
Total operating revenue		10.857.253,69	9.711.244,14
<u>OPERATING EXPENSES</u>	3.2.2		
Staff-related expenditure		7.899.219,27	7.596.874,45
Property, plant and equipment related expenses		827.293,12	1.012.984,75
Other administrative expenditure		1.664.296,07	1.789.253,08
Total operating expenses		10.390.808,48	10.399.112,28
OPERATING RESULT		466.445,21	(687.868,14)
<u>FINANCIAL REVENUE</u>			
Interest	3.2.3	400,68	376,96
<u>FINANCIAL CHARGES</u>			
Bank charges	3.2.4	436,03	-201,30
RESULT OF FINANCIAL OPERATIONS		-35,35	578,26
<u>PENSIONS PROVISION</u>			
Increase / (decrease) in pensions liability	3.2.5	0,00	0,00
MOVEMENT IN PENSIONS PROVISION		0,00	0,00
ECONOMIC RESULT FOR THE FINANCIAL YEAR		466.409,86	-687.289,88



2.3 Cashflow statement for the financial year 2018

<u>Cashflows - operating activities</u>	2018	2017
Economic result for the financial year	466.410	(687.290)
Adjustments:		
- Amortisation charges and tangible and intangible fixed asset provisions	61.157	62.723
- Decrease (increase) in short-term receivables	9.054	6.324
- Increase (decrease) in pay adjustment provision	0	0
- Increase (decrease) in trade accounts payable and other creditors	(11.489)	(74.285)
- Increase (decrease) in receivables, European Union bodies	(182.688)	155.315
Cashflows - operating activities	<u>342.445</u>	<u>(537.213)</u>
 <u>Cashflows - investing activities</u>		
Acquisitions of tangible and intangible fixed assets	(67.325)	(120.559)
Disposals of tangible and intangible fixed assets	<u>0</u>	<u>15.898</u>
Cashflows - financing activities	<u>(67.325)</u>	<u>(104.661)</u>
Increase / (decrease) in provision for members' pensions liability	0,00	0,00
Increase (decrease) in cash holdings	275.120	(652.263)
Cash holdings at start of financial year	<u>412.788</u>	<u>1.065.051</u>
Cash holdings at end of financial year	<u>687.908</u>	<u>412.788</u>



2.4 Statement of changes in net assets

Net assets	Results carried over from previous years	Economic result for the financial year	Net assets (total)
Balance at 31.12.2017	831.894,24	- 687.289,88	144.604,36
Allocation of economic result for the previous year	- 687.289,88	687.289,88	-
Economic result for the financial year		466.409,86	466.409,86
Balance at 31.12.2018	144.604,36	466.409,86	611.014,22



2.5 Reconciliation of budget outturn with economic result for the financial year 2018

ECONOMIC RESULT FOR THE FINANCIAL YEAR	466.409,86
Adjustments:	
- Financial contribution received from the Commission	(9.700.000,00)
- Cut-off bookings at 31 December 2018	267.847,33
- Cut-off bookings at 31 December 2017	(491.258,52)
- Invoices received but not paid	34.644,19
- Acquisitions of fixed assets (less unpaid amounts)	(67.324,59)
- Depreciation of fixed assets	61.157,15
- Movement in provisions	0,00
- Payments of pensions against provision	0,00
- Appropriations carried over to 2019	(433.865,72)
- Payments drawing on 2017 appropriations carried over to 2018	695.280,59
- 2017 carryovers cancelled at year-end 2018	146.060,09
- Exchange rate differences	0,18
Total adjustments	(9.487.459,30)
Difference not explained	(7.169,24)
TOTAL	(9.028.218,68)
BUDGET OUTTURN	(9.028.218,68)



2.6 Contingent liabilities

Contingent liabilities	31/12/2018	31/12/2017
RAL - commitments against appropriations not yet used	250.570,90	481.811,29
Leasing arrangement	31.163,15	1.524,99
Total	281.734,05	483.336,28

Commitments for future funding are off-balance-sheet obligations arising from obligations contracted by the European Ombudsman in 2018 and concerning goods and services to be provided after the closure date.

The RAL figure - commitments against appropriations not yet used - is the difference between commitments carried over to 2019 (EUR 433 865.72) and the accrued charges (staff expenses excluded) (EUR 148 650.63) and the invoices which were posted in expenses (class 6), but which have not yet been paid at year-end (EUR 34 644.19).

Contractual commitments (for which budget commitments have not yet been made) represent the amount resulting from contracts for leasing the European Ombudsman's photocopiers.



3. Notes to the financial statements

3.1 Notes to the balance sheet

3.1.1 Fixed assets

Fixed assets are recognised at their acquisition price, with amortisation on a straight-line basis from the month in which they are received. Only items with a purchase price greater than EUR 420 are recognised as fixed assets in accordance with the rules introduced by the Commission's Accounting Officer.

The depreciation rates applied, depending on the item concerned, and the statements of intangible and tangible fixed assets owned by the European Ombudsman are set out below.

Depreciation rate

Type of fixed asset	
<u>Intangible fixed assets</u>	
Software	25%
<u>Tangible fixed assets</u>	
Office equipment	
Office equipment	25% , 12,5%
IT equipment	
Computers, servers, accessories, data transfer equipment, printers, screens	25%
Photocopiers, scanners and digitisation equipment	25%
Movable furniture and equipment	
Furniture	10%
Office machines, printers and franking machines	25% , 12,5%
Other fixed assets	
Telecommunications and audiovisual equipment	25%
Security equipment	12,5%



The institution's fixed assets increased in value by 33.7%: from EUR 182 822 in 2017 to EUR 188 990 in 2018 (see point 3.1.1, balance sheet assets).

Intangible fixed assets

	Software	Total
<u>Purchase price</u>		
At 31.12.2017	120.048,81	120.048,81
Acquisitions	680,54	680,54
Disposals	-	-
At 31.12.2018	120.729,35	120.729,35
<u>Depreciation</u>		
At 31.12.2017	- 101.630,01	- 101.630,01
Depreciation in the year	-1.687,99	-1.687,99
Disposals	-	-
At 31.12.2018	- 103.318,00	- 103.318,00
Net value at 31.12.2017	17.411,35	17.411,35

With regard to intangible assets, the institution purchased new softwares and continued to amortise existing assets.

Tangible fixed assets

	Plant, machinery and equipment	IT equipment	Fixtures, fittings and vehicles	Other tangible assets	Total
<u>Purchase price</u>					
At 31.12.2017	138.641,55	231.760,40	153.276,86	484,94	524.163,75
Acquisitions	55.176,38	5.389,00	6.078,67	-	66.644,05
Disposal	-	-	-4.804,32	-	-4.804,32
Other variations	-	-	-	-	-
At 31.12.2018	193.817,93	237.149,40	154.551,21	484,94	586.003,48
<u>Depreciation</u>					
At 31.12.2017	- 115.998,83	- 171.166,61	-72.110,07	- 484,94	-359.760,15
Depreciation	- 22.706,71	-25.581,58	-11.180,87	-	-59.469,16
Disposals	-	-	4.804,32	-	4.804,32
At 31.12.2018	- 138.705,24	-196.748,19	-78.486,62	- 484,94	-414.424,99
Net value at 31.12.2018	55.112,69	40.401,21	76.064,59	0	171.578,49



3.1.2 Current assets

Short-term receivables

There was an overall decrease in short-term receivables from EUR 48 921.68 in 2017 to EUR 39 867.37 in 2018:

- The institution had sundry receivables totalling EUR 4 040.37, in respect of certain Member States, in connection with unrecovered value-added tax at 31.12.2018.
- The breakdown of short-term receivables is:
 - - EUR 182.20 in respect of other institutions; this amount payable as at 31.12.2018 represents corrections between institutions, in connection with pay calculations, which will be cleared in 2019;
 - EUR 3 536.21 receivable from the other institutions; this amount receivable as at 31.12.2018 represents monies owed by the other institutions, in connection with calculations of pay, which will be cleared in 2019;
 - EUR 388.52 receivable from a third-party; this amount receivable as at 31.12.2018 represents monies owed by a third party, in connection with calculations of pay, which will be cleared in 2019;
 - EUR 6 974.89 in respect of staff members; this amount payable as at 31.12.2018 represents monies owed by staff members, in connection with calculations of pay and crèches and garderies, which will be cleared in 2019;
 - EUR 25 000.00 in respect of a former member of staff; this amount payable as at 31.12.2018 represents monies to be recovered for legal costs incurred in connection with two court cases.
- As accruals, the institution has still collect bank interest, for the final quarter of 2018, accruing on its current account at the Société Générale bank; EUR 109.58 (EUR 95.78 in 2017) will be paid in to the institution's account in January 2019.



Cash and cash equivalents

The aggregate balance on the current accounts is EUR 687 908.29.

3.1.3 Own funds

The own funds amount to EUR 614 014.22 and comprise the total of the economic result of previous years for the amount of EUR 144 604.36 and the economic result of the current year, a gain for the amount of EUR 466 409.86.

3.1.4 Long-term liabilities

Pensions for members of the European Ombudsman's office have been transferred to the Commission. Accordingly, the pension liability is now entered in the Commission's accounts.

3.1.5 Short-term liabilities

Current liabilities

- Trade accounts payable:

EUR 20 586.32 as at 31.12.2018.

- Sundry liabilities:

The European Ombudsman has no liability vis-à-vis the institutions.

- Accounts payable with consolidated entities:

The European Ombudsman has accounts payable with consolidated entities which amount to EUR 14 066.10.

- Other liabilities:

The institution has recognised accrued expenses of EUR 177 637.35, part of which is accounted for by invoices not received or entered in the accounts as at 31.12.2018 (amount lower than last year). The amount also includes the provision for leave not taken by staff as at 31.12.2018.

- Suppliers' invoices not received total EUR 55 147.40.
- The 2018 provision for leave not taken totals EUR 122 489.95; for 2017, it totalled EUR 125 034.49. The calculation involves multiplying the average daily pay per grade, for each category of staff member (official, temporary staff and contract staff), by the number of days worked.

Invoices not received or entered in the accounts as at 31.12.2018, in respect of consolidated entities, total EUR 93 503.23 and relate to various SLAs with institutions for the provision of services. The following amounts are involved:



- EUR 72 798.27 payable to the European Parliament for professional training services, translation/interpretation services, transport, postage and telecommunications services, management fees for travel agency services;
- EUR 8 954.40 for translations produced in December 2018 (Translation Centre);
- EUR 11 750.56 payable to the Commission for Publications Office publications, training courses and ICT inter institutional cooperation.

3.2 Notes to the statement of financial performance

3.2.1 Operating income

Operating income is made up of:

- EUR 9 700 000 by way of the Commission's contribution to the European Ombudsman's budget;
- EUR 1 157 253.69 in staff-related revenue, i.e. pension scheme contributions, temporary levy and income tax.

3.2.2 Operating expenses

Operating expenses decreased by EUR 8 304 over last year.

- Personnel expenditure on members and former members of the institution, officials, temporary staff and contract staff rose by EUR 302 345 (+3.98%) over last year.
- Property, plant and equipment related expenses (which now include 'land and building expenses) totalled EUR 827 293.14 in 2018.
- Other administrative expenditure totalled EUR 1 664 296 in 2018.

3.2.3 Financial revenue

Bank interest totalled EUR 400.68 in 2018.

3.2.4 Financial charges

Bank charges totalled EUR 436.03 in 2018.

3.2.5 Pension changes

Pensions for members of the European Ombudsman's office have been



transferred to the Commission. A provision for those pensions is no longer needed.



3.3 Notes to the cashflow statement

The cashflow statement is prepared using the indirect method. That means that the net result for the financial year is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments, and items of revenue or expense associated with investing cashflows.

The cashflow statement reports cashflows during the period classified by operating and investing activities.

Operating activities are the activities of the European Ombudsman that are not investing activities. Those are the majority of the activities performed.

Investing activities involve the acquisition and disposal of tangible and intangible fixed assets.

European Ombudsman Annual Report 2018

Table of contents

Introduction	3
1 2018 at a glance	4
2 Key topics	5
2.1 Accountability in EU decision-making	5
2.2 Lobbying transparency	6
2.3 Access to documents	7
2.4 Fundamental rights	8
2.5 Ethical issues	8
2.6 EU agencies and other bodies	9
2.7 EU contracts and grants	9
2.8 Citizen participation in EU policy-making	10
3 Communication and co-operation	12
3.1 Communication	12
3.2 Relations with EU institutions	12
3.3 European Network of Ombudsmen	14
3.4 The Ombudsman visits Washington DC	14
4 Cases and complaints: how we serve the public	16
4.1 Type and source of complaints	16
4.2 Against whom?	17
4.3 About what?	17
4.4 Results achieved	17
4.5 Compliance with the Ombudsman's proposals	17
5 Resources	19
5.1 Budget	19
5.2 Use of resources	19

Introduction



Emily O'Reilly, European Ombudsman

It is a great pleasure to present our Annual Report for 2018 for the office of the European Ombudsman.

The office has seen a strong increase in complaints inside my mandate from citizens, civil society, businesses and media. I attribute this not to worsening standards of administration within the EU but because of a higher awareness of the work my office does and the positive outcomes we can achieve. I am grateful to the EU institutions, agencies and bodies for their cooperation in this work and to the European Parliament in particular for its continuing support.

This year was also notable for the use of one of the Ombudsman's infrequently used powers: that of submitting a Special Report to the European Parliament which I did in a report concerning the accountability of the Council of the European Union.

For many decades public perception of the EU has been partly shaped by the damaging myth that national governments have little or no say over the making of EU laws. It is therefore important for EU democracy and for informed public debate that this myth be challenged.

Therefore, as the public has a right to know how their governments contribute to the making of EU legislation, I asked the European Parliament to support my proposals to improve legislative transparency in the Council. I was very grateful to Members of Parliament for giving such strong backing to my proposals and I hope that it will lead to concrete change before the 2019 European elections.

Introduction

This year also saw the formal launch of the 'Fast-Track' procedure for access to documents requests. This procedure, under which our office aims to reach a finding on a complaint within 40 days, has yielded some good results for complainants.

Part of the work of an ombudsman is proactively to monitor how rules on ethics and accountability are being implemented. In 2018, I completed a mapping exercise on how 15 institutions have managed the rules regarding senior staff moving to the private sector. I was pleased to see that there is high awareness among the institutions about the importance of strong rules on this revolving door issue although more work needs to be done.

As a follow-up to the #MeToo movement which continues to highlight harassment and especially against women, I decided to check what anti-harassment policies the EU administration has in place. I wrote to 26 EU institutions and agencies asking for details of the policies; how they are implemented; whether harassment complaints have been received; and how they have dealt with them. My analysis has now been published which I hope will be helpful in the challenging work of eliminating workplace harassment.

My office has frequently dealt with complaints concerning the use of the official languages of the EU by the institutions. To initiate discussion, we asked for people's views on issues such as the language policies of the EU websites or to what extent technology can be used to provide translations. An analysis of the responses will be sent to the European Commission.

In March we held our annual Brussels conference of the European Network of Ombudsmen. The main theme was how ombudsmen can help to build more inclusive societies. A follow-up seminar in September, hosted by my office, discussed the lessons to be drawn from the OECD's survey on the role of ombudsman institutions in the promotion of open government.

In October I was delighted to announce the opening of the Award for Good Administration in 2019. The projects will be celebrated and the winners announced in a ceremony in June 2019.

In short, 2018 was a busy and successful year. As we look ahead to 2019 with its important European elections, and the ongoing debates about the future of democracy in a digital age, the obligation on the EU institutions to uphold the highest ethical and accountability standards is stronger than ever.



Emily O'Reilly

1 2018 at a glance

January

[Ombudsman recommends ECB President Draghi suspend his Group of 30 membership](#)

February

['Fast-Track' procedure for access to documents complaints launched](#)

March

[European Network of Ombudsmen annual conference in Brussels](#)

April

[Ombudsman gives speech to mark annual European Citizens' Initiative \(ECI\) Day](#)

May

[Ombudsman sends Special Report to Parliament on lack of Council legislative accountability](#)

June

[Ombudsman receives Vision for Europe award in Prague](#)

July

[Launch of public consultation on the use of languages in the EU institutions](#)

August

[Recommendations concerning European Commission's appointment of its Secretary-General published](#)

September

[Ombudsman hosts seminar on the role of ombudsmen institutions in open government](#)

October

[Award for Good Administration 2019 launched](#)

November

[Ombudsman takes part in the 2018 Annual Colloquium on Fundamental Rights](#)

December

[Ombudsman goes to Washington DC for discussions on US and EU ethics and transparency rules](#)

2 Key topics

The European Ombudsman helps members of the public as they engage with the EU institutions, bodies and agencies. Problems that arise range from lack of transparency in decision-making or refusal of access to documents to violations of fundamental rights to contractual issues.

2.1 Accountability in EU decision-making

For Europeans to exercise their democratic right to participate in the EU's decision-making process, and to hold those involved to account, legislative deliberations must be sufficiently transparent.

The Ombudsman made a number of [recommendations](#) to the Council of the European Union to allow the public to follow the EU legislative process more easily. These included that the Council should systematically record the identities of Member States positions in preparatory bodies as well as develop clear criteria for applying the 'LIMITE' (restricted) status to documents. Ms O'Reilly also proposed that the Council develop a dedicated webpage for each legislative proposal and improve the user-friendliness of the public register of documents. The Ombudsman called for the European Parliament's support on the matter by issuing a Special Report. Members of the European Parliament overwhelmingly backed the Ombudsman's proposals in a plenary vote.



T1: EO

Emily O'Reilly: making the EU legislative process more accountable to the public, by being more open, would send an important signal ahead of the European elections in 2019.

"If citizens do not know what decisions their governments are taking while shaping EU law, the 'blame Brussels' culture will continue." Emily O'Reilly

Accountability in decision-making also applies to the more intricate part of the EU decision-making process, including comitology – a set of procedures through which Member States

2 Key topics

control how the European Commission implements EU law. A Member of the European Parliament turned to the Ombudsman after the Commission granted only partial access to the minutes of meetings of Member State representatives to discuss and decide on EU rules on car emissions. Pointing out that understanding how an implementing act comes about and which positions the different Member States' representatives hold is vital in an accountable democratic system, the Ombudsman **asked** the Commission to greatly increase access to the minutes of the meetings.

The EU occasionally sets up ad hoc groups to advise on policy areas. One such group – the Group of Personalities – advised the Commission on how the EU can support research related to the Common Security and Defence Policy. An NGO complained to the Ombudsman about the lack of transparency around this group, noting that it did not appear on the Commission's register of expert groups, which supply expert advice on policies. The Ombudsman **found** that the group carried out the same functions as an expert group – and therefore asked it to publish its meeting agendas, minutes and submissions by participants. Any future Group of Personalities should also apply the same transparency standards, said the Ombudsman.

Accountable decision-making also applies to internal decisions within an institution. Following two complaints, the Ombudsman **examined** the manner in which the European Commission appointed its Secretary-General in February 2018 and found four instances of maladministration, including the creation of an artificial sense of urgency to fill the post. The Ombudsman noted that the responsibility for the maladministration rested with the Commission collectively and asked that in future there be a specific appointment procedure for the Secretary-General. The Commission refused to put in place such an appointment procedure despite the Parliament's support for the Ombudsman's recommendations. The Ombudsman then closed the inquiry, noting that she regretted that the Commission had missed the opportunity to restore public trust after the problematic appointment of its highest-ranked official.



T2: EO

We found four instances of maladministration in the appointment of the European Commission's Secretary-General. "The Commission should learn from the lessons of this affair and develop a new procedure for appointing its Secretary-General." Emily O'Reilly, European Ombudsman

2.2 Lobbying transparency

Much of the Ombudsman's work concerns sensitising the EU administration to certain issues, including the damage done to public perception of the EU by revolving doors – where EU officials take positions in the private sector, or where individuals join the EU institutions from the private sector. These moves can raise concerns about conflicts of interest or lobbying of former colleagues.

The Ombudsman carried out an inquiry in the past regarding how the Commission handles revolving door situations concerning staff and made suggestions as to how it can strengthen procedures for implementing rules in this area. Ms O'Reilly followed up in 2017 by opening an [own-initiative inquiry](#) into the extent to which the Commission had implemented her proposals.

The Commission's revised rules on revolving doors came into place in September 2018, and govern activities taken when staff are on personal leave as well as when staff leave the institution to work elsewhere. The Commission annually makes around 2 000 conflict of interest checks of incoming staff members, and around 400 checks of staff members who intend to take up employment outside the EU administration.

The Ombudsman's analysis found the Commission's management of revolving door situations fell short in two main respects. It was not publishing details about the instances of senior staff moving to another job in all cases (but only for those where it identified a potential for lobbying) and the information is only published once a year. The Ombudsman asked for details of all cases to be published and reiterated her past proposal that the Commission publish information on individual cases more regularly.



T3: EO

Post-mandate activities of former Commissioners: the European Commission should do more to strengthen procedures, limit conflicts of interest and increase citizens' trust.

"Ex-Commissioners have a right to post-office employment but as former public servants they must also ensure that their actions do not undermine citizens' trust in the EU." Emily O'Reilly

2 Key topics

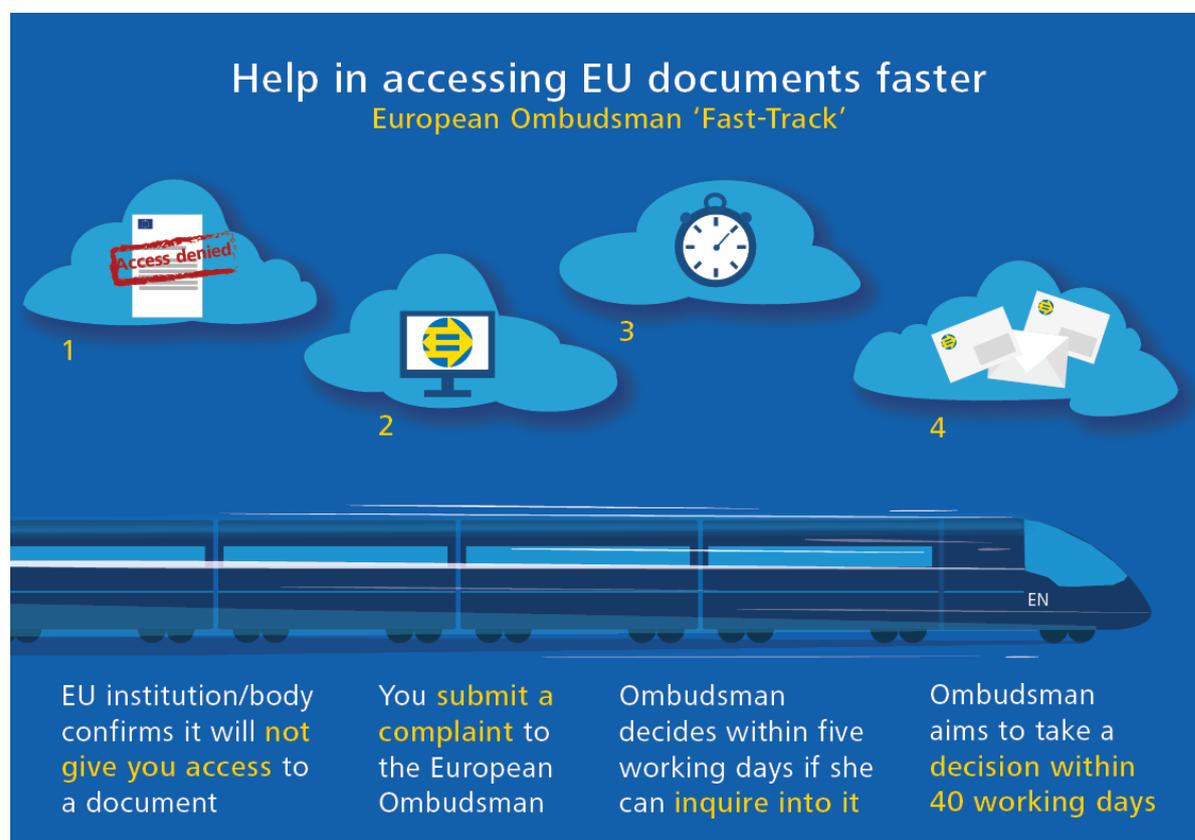
The Ombudsman suggested several other practical measures. She proposed that if the Commission imposes conditions on a former staff member, then the person concerned should inform their future employer. Ms O'Reilly also suggested that when a former senior staff member is placed under a temporary lobbying ban, the Commission should inform that person's former colleagues within the institutions. A further proposal is that former senior staff's moves to the private sector be published directly on the Transparency Register.

The Ombudsman also **examined** how 15 EU institutions and bodies (including the European Parliament, the Council, and the Court of Auditors) publish information when their senior staff members request approval to take up external employment, including how often such information is published and the scope and content of the information.

While she found high awareness among the 15 institutions about the importance of robust implementation of rules in this area, the Ombudsman nevertheless made some suggestions for improvement. Ms O'Reilly proposed the institutions publish information on all cases where they assess a request to take up outside employment; and that when the former staff member is moving to an organisation on the Transparency Register, the information published on their case should include a link to the organisation's entry on the Transparency Register.

2.3 Access to documents

The 'Fast-Track' access to documents procedure was formally launched in February and quickly became an important part of the case inquiry landscape. Under the system, the office decides within five working days of receipt of a complaint whether it can be looked into and aims to have a finding within 40 days.



2 Key topics

A Belgian NGO used the procedure for a document access request to the European Defence Agency (EDA). The [inquiry](#) led to the documents (related to lobbying on the European Defence Research Programme) being released as well as the EDA making improvements to its procedures and systems for handling and responding to access to documents.



T4: EO

The European Ombudsman's inquiry into the European Defence Agency's contacts with the defence industry: the Agency gives access to documents and improves transparency procedures.

Sometimes the institution concerned de facto prevents access to a document by being slow to respond to the initial request. This happened when a German citizen requested access to briefing documents for meetings between the EU Budget and Human Resources Commissioner and third parties. The complainant turned to the Ombudsman as the Commission had not taken a decision on the request after more than a year. During the [inquiry](#) the Commission said it was still not able to take a position on the request leading the Ombudsman to issue a recommendation for unreasonable delay. The Commission then released documents from 12 meetings, which the Ombudsman found to be an appropriate step.

Ms O'Reilly after another inquiry encouraged the Commission to take a pragmatic and citizen-friendly approach to transparency to avoid giving a false impression of secrecy. The Commission had granted partial access to documents to a journalist related to an EU project to provide free Wi-Fi hotspots in towns. The Ombudsman [found](#) that the redactions the Commission made to the documents were, as the Commission said, outside the scope of the complainant's request. However, Ms O'Reilly proposed that when only a small part of a document is beyond what the complaint is asking for, the Commission should in future consider simply making public that information as well.

The Ombudsman also issued a [recommendation](#) over the Commission's refusal to grant public access to documents related to the use of GMOs as food or feed. Greenpeace, a non-governmental organisation, asked the Commission to give it public access to documents setting out the different options considered by the Commission before presenting its proposal, as well as documents about the way in which the option presented in that proposal was selected.

A further case seeks to establish clarity on when emails can be considered documents for the purpose of access to document requests. In this [inquiry](#) the Ombudsman asked the Commission to set out its internal policy for when staff emails are considered as documents and to reply to the Ombudsman's view that access to staff emails could be necessary in the handling of requests for public access to EU documents.

2 Key topics

2.4 Fundamental rights

The Ombudsman regularly deals with complaints concerning fundamental rights such as equality and non-discrimination. A staff member at the European Investment Bank (EIB) turned to the Ombudsman to [complain](#) about gender discrimination at the bank. The complainant had submitted a report under the bank's whistleblowing policy suggesting that the bank did not give women the same opportunities as men to access to management positions. The Ombudsman found that the EIB took too long to reply to the complainant's report and asked the EIB to tighten its whistleblowing policy, which it agreed to do. The Ombudsman also called on the Bank to try harder to achieve a balanced representation of both men and women in management positions, and to aim higher than its target of 33% women in management positions by 2021.



T5: EO

The European Investment Bank accepts our recommendations on how to better handle gender discrimination and equal opportunity concerns. We have also suggested they work toward a more balanced gender representation at management level.

The Ombudsman in late 2018 followed up on a previous inquiry into whether fundamental rights are being respected when Member States implement EU cohesion policy. Ms O'Reilly [asked](#) the Commission what steps it has taken to help Member States put in place arrangements to examine complaints concerning the European Structural and Investment Funds. As the inquiry concerned how EU funds are being spent in Member States, the Ombudsman also invited members of the European Network of Ombudsmen to look into how their governments are implementing the rules.

In early 2018, two trade unions [complained](#) to the Ombudsman about a European Commission paper and staff working document on air traffic management. The complainants felt it did not respect the fundamental right to strike and that the Commission had no power to act in this area. The Ombudsman found that, by encouraging Member States in a non-binding way to apply certain practices in the event of a strike, the Commission had not gone beyond its strict remit. She also did not find evidence to suggest that any of the practices encouraged by the Commission violated the fundamental right to strike.

2.5 Ethical issues

Part of the Ombudsman's work is sensitising the EU institutions to how they – or their actions – are perceived by the public. In this spirit, and following a [complaint](#) by a Brussels-based transparency NGO, Ms O'Reilly asked Mario Draghi, President of the European Central Bank (ECB), to suspend his membership of the Group of Thirty (G30), a private organisation consisting of heads of major private and central banks as well as members of academia. As

2 Key topics

some of the G30 members are the heads of banks that are directly or indirectly supervised by the ECB, the Ombudsman found that the ECB President's continued membership of the G30 could undermine public confidence in the independence of the bank. The ECB refused to implement the proposals suggested by the Ombudsman. Ms O'Reilly, while regretting the bank's stance, expressed the hope that her recommendation would prompt greater awareness of such issues in future.



T6: EO

Emily O'Reilly: interactions with the G30 should be as transparent as possible and not based on membership, which undermines the transparency steps the European Central Bank has made in recent years.

"It is important to demonstrate to the public that there is a clear separation between ECB as supervisor and the finance industry which is affected by its decisions." Emily O'Reilly

The Ombudsman welcomed the Commission's announcement in early 2018 that it would start publishing details about Commissioners' travel expenses every two months. The Commission's move came as the Ombudsman was inquiring into a complaint by transparency NGO Access Info Europe into how the Commission handled public access requests to Commissioners' travel expenses in 2016. In her closing decision, the Ombudsman called the new publishing policy "a very positive step towards greater transparency in this area".

In the wake of the #MeToo movement, the Ombudsman decided to run a check on what anti-harassment policies the EU administration has in place. She wrote to 26 EU institutions and agencies asking for details of the policies; how they are implemented; whether harassment complaints have been received; and how they have dealt with them. The best practices identified by the Ombudsman cover awareness-raising, training, risk assessment, monitoring of policies and rehabilitation measures. In a general remark, the Ombudsman notes that all EU staff, regardless of their status, should be protected from harassment and that this protection should extend to acts committed by all categories of personnel.

The Ombudsman also made specific suggestions to the European Parliament on how to strengthen its procedures for handling harassment complaints. This followed a complaint by a

2 Key topics

staff member of a political group in the Parliament about the length of time the Parliament's Advisory Committee was taking to assess his harassment case. The Ombudsman noted that shortcomings in the procedures could reflect negatively on anti-harassment procedures across the EU civil service generally and proposed that the Parliament draw up guidelines on the timescale for the Advisory Committee to conclude its work on individual cases.

2.6 EU agencies and other bodies

In addition to opening complaint-based or own-initiative inquiries, the Ombudsman seeks to influence change in the EU institutions by other means, including by taking part in public consultations that touch on her area of work. Ms O'Reilly [wrote](#) to Commission President Jean-Claude Juncker in early 2018 with proposals concerning the transparency of the EU risk assessment model in the food chain. Among her suggestions were that the European Food Safety Agency should publish, without undue delay, the agendas and minutes of meetings related to risk assessment. She also noted that the public interest in the robustness of scientific studies usually trumps commercial interests in having scientific findings protected.

Continuing with her own-initiative inquiry into how the European Medicines Agency (EMA) deals with interactions with pharmaceutical companies before those companies submit applications for market authorisations, the Ombudsman launched a [public consultation](#) on the issue in October 2018. The consultation asked for views on whether these "pre-submission" activities are sufficiently transparent and on whether there needs to be more transparency about the scientific advice EMA provides to medicine developers. The consultation ran until end of January 2019.



T7: EO

How does the European Medicines Agency engage with medicines producers before they apply for EU market authorisations? We invite you to comment by 31 January 2019.

An [inquiry](#) concerning how the European Aviation Safety Agency (EASA) treats safety reports resulted in the agency changing its practice so that those who report safety concerns receive feedback on whether EASA has the power to act on the issues raised. The policy change came after an aircraft maintenance mechanic turned to the Ombudsman as he had not received any feedback on a safety report he had submitted.

A business company turned to the Ombudsman after the European Research Agency (REA) attempted to recover a part of its contribution paid to the company as part of an EU-funded project. Following the Ombudsman's [intervention](#), the REA admitted its initial explanation to the complaint about why it wanted to recover the fund had not been sufficiently clear and offered the complainant a further opportunity to provide explanations on matters raised by the REA.

2 Key topics

2.7 EU contracts and grants

Each year the Ombudsman deals with several cases concerning EU funds. While the European Commission rightly ensures that the funds are allocated and spent appropriately, there are sometimes misunderstandings or difficulties arising from this verification procedure.

In one [case](#), the owner of a Croatian company, which was part of a consortium that carried out an EU-funded project, turned to the Ombudsman after the Commission sought to recover funds totalling more than the company had received. After the Ombudsman's intervention the Commission agreed to reduce the amount it would recover by over EUR 300 000. However, it did not apologise to the complainant nor did it implement another recommendation of the Ombudsman, which was to review an aspect of its audit findings. The Ombudsman suggested that the Commission should in the future ensure that its actions, while enforcing financial rules, should be fair and proportionate and better reflect the values on which the EU is based.

Another [case](#) concerned the European Commission's decision to recover funds granted to a German non-governmental organisation under the EU's LIFE+ programme. The Commission considered that the funds in question constituted profit for the NGO and wanted to recover EUR 214 707. The complainant contested the Commission's position and turned to the Ombudsman. During the inquiry, the Commission agreed that it would no longer try to recover the funds.

A further funds-related [inquiry](#) was opened when the European University Association complained to the Ombudsman as the Commission had refused to pay costs (EUR 83 000) incurred by the organisation in relation to the ALFA-PUENTES project – a project to foster Latin-American regional integration. The Ombudsman found that the Commission had not provided sufficient justifications for its refusal to pay the amount to EUA and asked it to do so. In response the Commission discussed the matter with the complainants again and agreed to pay the costs.



T8: EUA

The European University Association welcomes the European Ombudsman's decision and looks forward to keep working with its Latin American partners.

2.8 Citizen participation in EU policy-making

The EU, which has 24 official languages and more than 500 million citizens, is committed to respecting and safeguarding linguistic diversity. This makes the languages used by the EU institutions to communicate with the public of great importance. All EU laws must be

2 Key topics

published in all of the official languages but outside of these specific instances, EU institutions have some discretion about the languages to use in specific situations.

However, there is inconsistency across the institutions about when and how they apply language policy, with a particular area of concern being the websites of the institutions. The Ombudsman ran a [public consultation](#) from July to September asking for comments on how the EU institutions can best communicate with the public. The consultation received 286 responses, of which the vast majority came from individuals (247), while three came from Member States and two from EU agencies. An analysis of the replies will be published on the Ombudsman's website in 2019.



T9: EO

What do you think about the use of languages in the EU institutions? We have launched a public consultation and look forward to receiving your views.

Citizen participation in policy-making is dependent on people having timely access to relevant information. One access to documents [case](#) illustrates this well – an animal rights NGO turned to the Ombudsman after the Commission refused access to documents on the calculations performed to estimate animal use for a draft impact assessment. The assessment was carried out as part of an amendment to the EU's law governing the authorisation and evaluation of chemicals (REACH). During the inquiry, the Commission released the documents – a step that was also in line with a recent Court of Justice of the European Union ruling on access to documents related to legislative initiatives.

The Ombudsman continued her strong support for the European Citizens' Initiative (ECI) – under which the European Commission should consider legislation on an issue that has gathered over one million signatures from at least seven Member States. In a [speech](#) to mark ECI Day, Ms O'Reilly noted that her office would monitor how the planned new legislation on the ECI is implemented.

2 Key topics



photo 2

The European Ombudsman, Emily O'Reilly, with Commission First Vice-President, Frans Timmermans; President of the European Economic and Social Committee, Georges Dassis; and Deputy Minister for the Bulgarian Presidency of the Council of the EU, Monika Panayotova, at the European Citizenship Initiative Day 2018.

3 Communication and co-operation

3.1 Communication

The Ombudsman's Office completed two major steps in 2018 as part of its ongoing aim to raise its visibility. The first was an overhaul of the website, with the new version going live in July. The new website is more user-friendly, with a better search function so that cases are arranged according to topic; format and date. Major inquiries, publications and events are displayed prominently to allow the user to gain a quick impression of the activities of the office.

The Ombudsman also launched a new video to convey in a simple manner the nature of her work. The video highlights three types of areas the Ombudsman can look into – access to information; problems with EU funding; and transparency in lobbying. The separate inquiry areas are also split into three very short videos, which are easy to share on social media.

The office's Twitter account – @EUOmbudsman – saw a 17% rise in followers over the year while followers of the LinkedIn account increased by 13%. Platforms that the Ombudsman has expanded to more recently such as Instagram saw a large increase (61%) in followers while the Ombudsman's page on Medium increased its readership by 40%.

The Ombudsman launched the Award for Good Administration 2019 in October, following up on the very successful first edition of the award, which saw projects nominated from across a range of EU institutions, bodies and agencies. Nominations for the award can be made by EU staff, or by businesses, associations or civil society groups. Inviting nominations, the Ombudsman noted that "formally recognising this work helps to share best practice across the institutions" and that she hoped it would serve as inspiration for future projects. An award ceremony will take place in June 2019.



T10: EO

There are many dedicated EU public servants out there making that extra effort to help citizens. Give them the acknowledgement they deserve by nominating them for our Good Administration Award 2019.

3 Communication and co-operation



Photo 3

The European Ombudsman, Emily O'Reilly, talking to a group of young Europeans during the 2018 European Youth Event in Strasbourg in June.



The Ombudsman's Office was delighted to take part in the 2018 European Youth Event which brought together thousands of young people over two days in Strasbourg in June. Several members of staff participated in the event, explaining how the office helps citizens and how it promotes its work on social media. Ms O'Reilly gave a keynote speech in which she reminded young people of the power of voting. She encouraged them to view the European elections as a chance to use this power to influence decisions taken at the EU level.

T11: EO

The European Youth Event in Strasbourg is starting: join the European Ombudsman's team to meet the Ombudsman herself and find out what her Office can do for citizens, and to share your wish list for the Future of Europe.

3.2 Relations with EU institutions

3.2.1 European Parliament



Photo 4
The European Ombudsman handing over her Annual Report 2017 to the President of the European Parliament, Antonio Tajani.

The Ombudsman highly appreciates the strong relationship with the European Parliament. Its members elect the Ombudsman, who works to help people facing issues with the Union's administration. During 2018, the Ombudsman addressed the Parliament's plenary session and exchanged views with several committees including the Committees on Petitions, on Legal Affairs, on International Trade, on Constitutional Affairs and on Budgetary Control. The Ombudsman met President Antonio Tajani and held meetings with several Members of the European Parliament, who represented all major political groups. The Ombudsman looks forward to continuing the productive relationship with the newly elected Parliament in 2019.

3.2.2 Committee on Petitions

A continuous dialogue with the Committee on Petitions is essential for an effective system of addressing the concerns of the public who turn to the Committee or the Ombudsman for guidance and help. Whereas the Ombudsman deals with complaints against EU institutions, bodies and agencies, the Committee on Petitions deals with petitions as regards the EU's areas of activity across Europe. In 2018, the Committee worked simultaneously on several files concerning the Ombudsman's work. The Ombudsman was pleased to know that she could rely on strong support from Members of the Committee representing all political groups, and is excited to work with the newly formed Committee.

3 Communication and co-operation



T12: PETI

Joint report of the European Parliament's Committee on Petitions and Committee on Institutional Affairs on a Special Report by the European Ombudsman. It is in relation to her strategic inquiry into the transparency of legislative discussions in the Council of the EU's preparatory bodies. The joint report was approved by 31 votes and 3 abstentions.

3.2.3 European Commission



Photo 5
Emily O'Reilly with Jean-Claude Juncker, President of the European Commission.

The European Commission oversees the majority of EU administrative work and is the subject of much public attention. As the biggest EU institution with an enormous impact on the lives of millions of people, it is natural that a large percentage of the complaints to the Ombudsman concern the work of the Commission. In order to convey the concerns of Europeans, the Ombudsman met President Juncker and several Commissioners in 2018. The Commission already has impressively high standards of public administration. However, many areas still need to be improved. Therefore, a regular, open and honest working relationship between the services of the two institutions is the most effective form of co-operation.

3 Communication and co-operation

3.2.4 Other institutions, agencies and organisations

The Ombudsman also upholds relationships with the other EU institutions, bodies and agencies in order to observe and support the administrative culture and inter-institutional co-operation. In 2018, the Ombudsman was in close contact with the European Data Protection Supervisor (EDPS), the European Central Bank (ECB), the European Investment Bank (EIB), the European Court of Auditors (ECA), and several agencies. Strong relationships with all of the EU institutions, bodies and agencies are an important element of the “Towards 2019” strategy of the Ombudsman in order to create a more open and service-oriented EU administration for the benefit of all those living in Europe.



T13: ECA

Thank you, European Ombudsman, Emily O'Reilly, for your first visit to the European Court of Auditors. There was a fruitful exchange of ideas with the Court President and Members, and a presentation to staff, which included a question and answer session. There is sound EU governance at the heart of both institutions, which is key to maintaining citizens' trust.

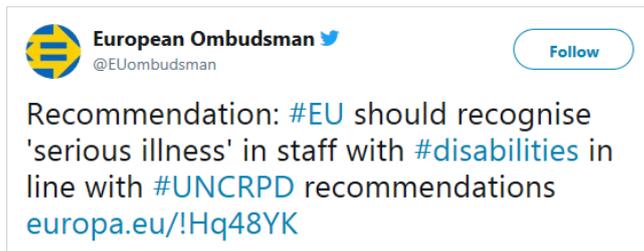
3.2.5 UN Disability Rights Convention

As a member of the [EU Framework](#), the Ombudsman protects, promotes, and monitors the EU administration's implementation of the [United Nations Convention on the Rights of Persons with Disabilities](#) (CRPD). In September, the Ombudsman took over as chair of the EU Framework for a year.

In her strategic inquiry into the treatment of persons with disabilities under the [EU's Joint Sickness Insurance Scheme](#) (JSIS), the Ombudsman [recommended](#) that the Commission revise the provisions governing the JSIS to ensure CRPD compliance. The Ombudsman further identified a number of systemic issues relating to the protection of the rights of persons with disabilities and made a number of suggestions. She also issued a [report](#) on her consultation addressed to

3 Communication and co-operation

associations of EU staff members with disabilities – or whose families have disabilities – and the European Disability Forum.



T14: EO

Recommendation: the EU should recognise 'serious illness' in staff with disabilities in line with the recommendations of the United Nations Convention on the Rights of Persons with Disabilities.

The Ombudsman closed her strategic inquiry on the [accessibility of the Commission's websites](#) and online tools for persons with disabilities. She was satisfied that the Commission was taking steps to improve web accessibility, and made a number of [suggestions](#) to this end. For example, she suggested that the Commission provide web content in accessible formats that meet higher international standards across a wide range of websites, adopt an action plan on web accessibility, and introduce mandatory training on web accessibility for all staff members working on websites.

In December, the Ombudsman issued recommendations in a joint inquiry into two complaints concerning [accessibility of the selection procedures of the European Personnel Selection Office \(EPSO\) for visually impaired candidates](#). She [asked](#) EPSO to ensure that its online application form for selection procedures be made fully compliant with accessibility requirements for visually impaired candidates. She also called for a timely introduction of assistive technologies for candidates during the computer-based tests, which take place in testing centres around the world.

As a follow-up to her own-initiative inquiry on respect for fundamental rights in the implementation of EU cohesion policy, the Ombudsman [wrote](#) to the Commission about the requirement for Member States to have effective complaints mechanisms concerning the European Structural and Investment Funds in place. She asked, for example, what steps the Commission has taken to help Member States put in place such arrangements and how it has been monitoring Member States' compliance with this obligation.

The Ombudsman also wrote to the Commission with regard to European Schools and children with disabilities. She asked the Commission to take the necessary steps to ensure that parents of children with special educational needs who are excluded from European Schools are not required to contribute to the educational costs of their children.

3.3 European Network of Ombudsmen

Complaints transferred to other institutions and bodies; complainants advised to contact other institutions and bodies by the European Ombudsman in 2018 (1 016 in total)

A member of the European Network of Ombudsmen of which:	522	51.4%
A national or regional ombudsman or similar body	495	48.7%
The European Parliament's Committee on Petitions	27	2.7%
The European Commission	72	7.1%
Other institutions and bodies	422	41.5%

3 Communication and co-operation



Photo 6

The panellists of the first session of the 2018 conference of the European Network of Ombudsmen (left to right): Emily O'Reilly, European Ombudsman; Andreas Pottakis, Greek Ombudsman; George Dassis, President of the European Economic and Social Committee; Shada Islam, Moderator; Reinier van Zutphen, National Ombudsman of the Netherlands; Ulrike Guérot, Professor of European policy and the study of democracy; and Adam Bodnar, Ombudsman of Poland.

The main event for the European Network of Ombudsmen (ENO) – which consists of 96 offices in 36 European countries and the European Parliament's Committee on Petitions – was a conference in March bringing the entire Network together, as well as Brussels-based organisations and journalists. The opening session dealt with a theme central to the work of ombudspersons everywhere – how to make society fair and inclusive for citizens. Ms O'Reilly set the scene by urging ombudspersons to help make the recently agreed European Pillar of Social Rights a reality. The main discussion covered how ombudsmen could better work together to promote social justice; how EU policy fits into the national context and what a future EU could look like. A later discussion focused on how ombudsmen, sometimes working with other bodies such as the EU-funded network SOLVIT, can help citizens who encounter problems because an EU law is not properly enforced. Several ombudsmen drew attention to cross-border issues, such as problems concerning social welfare payments.

3 Communication and co-operation



Photo 7
The European Network of Ombudsmen 2018 conference.

As a follow-up to the March conference, the Ombudsman’s Office organised a seminar in Brussels bringing together liaison officers and communication experts from the Network. The seminar looked at how to deepen ENO co-operation; examined best practices for engaging with citizens in today’s hyper connected world; and reflected on what lessons can be drawn from the OECD’s survey on the role of ombudsman institutions in open government.

3 Communication and co-operation



T15: EO

What is the role of ombudsman institutions in open government? How can they persuade governments to be more transparent? We conducted a survey jointly with the OECD, which we are presenting now and which you can find on the European Network of Ombudsmen conference 2018 website.

The ENO continued to focus on parallel inquiries and initiatives among interested ombudsman offices. In early 2018, the Ombudsman closed a strategic initiative examining the implementation of an EU law (Regulation 1005/2009) on substances that deplete the ozone layer. In her closing letter, Ms O'Reilly noted the Commission had not yet assisted Member States in their compliance inspections, even though it is entitled to do so under that particular law. Several national ombudsman offices gave an overview of how the EU law is implemented domestically.

Another initiative involving co-operation with national ombudsmen concerned the extent to which the Commission evaluates the compliance of national Export Credit Agencies (national bodies that give financial support to companies doing business in risky markets) with EU rules on human rights and environmental matters. National ombudsmen were asked for their views on the matter. The inquiry, which came after a complaint by an international coalition of NGOs, resulted in a recommendation as the Ombudsman found the Commission's annual review of such agencies to be inadequate. The matter was also subject to a hearing by the International Trade Committee in the European Parliament, where Members were supportive of the Ombudsman's stance. The Commission agreed to address the Ombudsman's recommendation and, closing the inquiry, the Ombudsman asked the Commission to report back on its progress in a year.

The queries procedure, under which the European Ombudsman's Office assists ENO members by obtaining expert replies from the EU institutions on matters of EU law, continued to be a valuable resource for ENO members. One such query came from the Spanish Ombudsman's Office, which

3 Communication and co-operation

wrote a letter to the European Ombudsman concerning Joint Return Operations coordinated by Frontex. The Spanish office noticed certain problems, including that the people being repatriated were not informed about the existence of a complaints mechanism; and that the mechanism was neither available in hardcopy nor in the appropriate language (in this case Spanish). The query led to Frontex making the form available on its website and in printed form, and translating it into Spanish, Russian, Serbia and Albanian.

Continuing her regular visits to the offices of her national counterparts, Ms O'Reilly in February travelled to Greece where she was received by Ombudsman Andreas Pottakis. As part of the trip, Ms O'Reilly met several members of the Greek government and spoke to local stakeholders and journalists about her work in the area of transparency and accountability in the EU. She also visited the Elaionas refugee camp close to Athens.



T16: Gundi

The European Ombudsman meets the Greek Ombudsman, Andreas Pottakis, and his team in Athens to discuss closer co-operation and best practices in dealing with complaints.

3.4. The Ombudsman visits Washington DC



Photo 8
The European Ombudsman, Emily O'Reilly, in a meeting with the Director of the Office of Congressional Ethics, Omar Ashmawy, in Washington DC.

In December 2018 the Ombudsman went on mission to Washington DC where she met with a broad range of US policy-makers, oversight offices, NGOs, think tanks, academics and other interlocutors to learn about ethics, transparency and accountability standards and rules, as well as their implementation, in the US administration and Congress. The Ombudsman discussed issues such as revolving doors, lobbying, whistleblowers' protection and the Freedom of Information Act with various US offices. Ms O'Reilly met Members of Congress, Inspectors-General and Special Counsels and gave a [speech](#) on populism and public trust at the German Marshall Fund.



T17 EPWashington
European Ombudsman, Emily O'Reilly, and Edward G. Luce (journalist) discussing populism and trust in Europe at the German Marshall Fund in Washington, DC. Europe is a convenient scapegoat for populist politicians. Accountable and transparent institutions are more essential than ever.

4 Cases and complaints: how we serve the public

The fundamental mission of the European Ombudsman is to ensure the EU's administration serves the public interest, and to help all those facing problems with EU institutions. While the Ombudsman continues to use her own-initiative powers to serve the public interest, the work of the Ombudsman's Office is largely based on complaints from individuals, academics, businesses, and other organisations.

The Ombudsman's Office is constantly seeking to improve its working methods, so that it can be as flexible and efficient as possible in how it assists those who seek help. This was a guiding principle behind the revised implementing provisions for dealing with complaints, which are now well established.

The Ombudsman's new website, launched in 2018, also includes a revised and user-friendly interface for potential complainants. As with the office's diverse team of case handlers, the new website also reflects the Ombudsman's commitment to assist those seeking assistance in all 24 official languages of the EU.

Another new initiative, formally launched in 2018, is the Ombudsman's 'Fast-Track' procedure for dealing with complaints about public access to documents held by the EU institutions. Given the often highly time-sensitive nature of these complaints, the Ombudsman decided to take a more flexible and streamlined approach to dealing with them.



T18: EO

Have you faced difficulties while trying to access EU documents? We have launched a new 'Fast-Track' procedure for access to documents complaints.

In dealing with access to documents complaints, the Ombudsman's Office now contacts the institution at an earlier stage in the process, where this is necessary. The overall goal is to take a decision within 40 days.

4.1 Type and source of complaints

4.1.1 Overview of complaints and strategic inquiries

	Advice, complaints and inquiries in 2018
17 996	People helped by the European Ombudsman in 2018
14 596	Advice given through the Interactive Guide on the Ombudsman's website
2 180	New complaints handled in 2018
1 220	Requests for information replied to by the Ombudsman's services
490	Inquiries opened by the European Ombudsman in 2018
482	Inquiries opened on the basis of complaints
8	Own-initiative inquiries opened
545	Inquiries closed by the European Ombudsman in 2018
534	Complaint-based inquiries closed
11	Own-initiative inquiries closed

While the vast majority of the office's work is complaint-based cases, the Ombudsman also conducts wider strategic inquiries and initiatives when she considers that there are grounds to do so. These cases are launched on the Ombudsman's own initiative, either where she has identified a systemic issue that should be looked into in the public interest, or where she has received one or more complaints on an issue of systemic relevance.

	Strategic work in 2018
5	Strategic inquiries 2018
	<ul style="list-style-type: none"> • Accountability of Council's legislative work • Commission's management of 'revolving doors' situations concerning EU staff • Pre-submission activities of the European Medicines Agency • Accessibility of Commission websites for persons with disabilities • Treatment of persons with disabilities under the Joint Sickness Insurance Scheme
10	Strategic initiatives 2018 (requests for clarification, not formal inquiries)

4 Cases and complaints: how we serve the public

- Anti-harassment policies in the EU civil service
- 'Revolving doors' in a range of EU institutions, bodies and agencies
- Brexit transparency
- Suggestions to improve the European Citizens' Initiative
- Protection of children in migration and returns
- Inspections concerning EU rules on ozone-depleting substances
- European Schools and persons with disabilities
- Complaints mechanisms for European Structural and Investment Funds
- EU risk assessment of the food chain
- Use of languages in the EU civil service

National origin of complaints registered and inquiries opened by the European Ombudsman in 2018

Country	Number of complaints	Number of inquiries opened
Spain	393	42
Germany	186	60
United Kingdom	186	36
Poland	179	16
Belgium	174	87
France	132	25
Italy	116	37
Netherlands	57	11
Bulgaria	56	10
Romania	56	9
Greece	54	17
Hungary	48	10
Sweden	47	15
Portugal	44	6
Czech Republic	39	7
Austria	35	15
Ireland	34	10
Croatia	31	6
Luxembourg	27	16
Finland	23	3
Slovenia	23	2
Slovakia	20	4
Lithuania	17	6
Denmark	16	5
Cyprus	11	3

4 Cases and complaints: how we serve the public

Malta	8	4
Latvia	6	0
Estonia	6	3
Other countries	122	16
Not known	14	1

4.1.2 Complaints outside the Ombudsman's mandate

In 2018, the European Ombudsman processed 1 300 complaints that did not fall within her mandate, mostly because they did not concern the work of an EU institution or body.

These complaints primarily concerned problems that complainants encountered with national or regional public bodies, national or international courts and private entities. The complaints were about issues related to consumer protection (involving banks and airline companies for instance), social security and healthcare, taxation or visa applications. Sometimes, citizens also turned to the Ombudsman based on the misconception that the Ombudsman is an appeals body with jurisdiction over national or regional ombudsman institutions.

In 2018, the Ombudsman received a large number of similar complaints on three issues (more than 10 per issue) that fall outside of her mandate, i.e., temporary contracts for doctors in Spain, an administrative fine levied by the Italian authorities for the absence of a non-transferability clause on cheques and police repression in Romania.

Certain complaints, while being directed against an EU institution or body, also fell outside of the Ombudsman's mandate as they concerned political issues, the legislative work of the European Parliament or the judicial activities of the Court of Justice of the European Union.

In all these cases, the Ombudsman replied to people seeking help in the language of their complaint, explaining the Ombudsman's mandate and providing advice, as far as possible, about other bodies that could help. With the complainant's agreement, the Ombudsman also transferred complaints to members of the European Network of Ombudsmen (ENO).

Complainants expressing discontent with specific EU legislation were usually advised to turn to the European Parliament's Committee on Petitions. Those who raised issues relating to the implementation of EU law were referred to national or regional ombudsmen or to EU networks such as SOLVIT and Your Europe Advice. Alternatively, complainants were informed about the possibility to submit an infringement complaint to the European Commission.

Number of complaints inside the mandate of the European Ombudsman 2008-2018

2008	802
2009	727
2010	744
2011	698
2012	740
2013	750

4 Cases and complaints: how we serve the public

2014	736
2015	707
2016	711
2017	751
2018	880
Number of complaints outside the mandate of the European Ombudsman 2008-2018	
2008	2 544
2009	2 392
2010	1 983
2011	1 846
2012	1 720
2013	1 665
2014	1 427
2015	1 239
2016	1 169
2017	1 430
2018	1 300

4.2 Against whom?

Inquiries conducted by the European Ombudsman in 2018 concerned the following institutions		
285	European Commission	58.2%
30	European Parliament	6.1%
23	European External Action Service	4.7%
23	European Personnel Selection Office	4.7%
16	European Investment Bank	3.3%
14	European Anti-Fraud Office	2.8%
43	EU agencies	8.8%
56	Other	11.4%

4.3 About what?

Issue of inquiries closed by the European Ombudsman in 2018		
Transparency/accountability (e.g., access to information and documents)	134	24.6%
Culture of service (e.g., citizen-friendliness, languages and timeliness)	108	19.8%
Proper use of discretion (including in infringement procedures)	88	16.1%
Respect for procedural rights (e.g., the right to be heard)	76	13.9%

4 Cases and complaints: how we serve the public

Recruitment	63	11.6%
Good management of EU personnel issues	50	9.2%
Respect for fundamental rights	40	7.3%
Sound financial management (e.g., concerning EU tenders, grants and contracts)	40	7.3%
Other	36	6.6%
Ethics	10	1.8%
Public participation in EU decision-making	5	0.9%

Note: In some cases, the Ombudsman closed inquiries with two or more subject matters. The above percentages therefore total more than 100%.

4.4 Results achieved

Action taken by the European Ombudsman on new complaints dealt with in 2018

1 016	Advice given or case transferred to another complaints body	46.6%
682	Reply sent to inform the complainant that no further advice could be given	31.3%
482	Inquiry opened	22.1%

Evolution in the number of inquiries by the European Ombudsman

Year	Inquiries opened	Inquiries closed
2008	296	355
2009	339	318
2010	335	326
2011	396	318
2012	465	390
2013	350	461
2014	342	400
2015	261	277
2016	245	291
2017	447	363
2018	490	545

Results of inquiries closed by the European Ombudsman in 2018

No maladministration found	254	46.6%
Settled by the institution, suggestions accepted, solutions achieved	221	40.6%
No further inquiries justified	56	10.3%
Maladministration found	29	5.3%
Other	10	1.8%

Note: In some cases, the Ombudsman closed inquiries on two or more grounds. The above percentages therefore total more than 100%.

4 Cases and complaints: how we serve the public

Length of inquiry of cases closed by the European Ombudsman in 2018 (less than 8.5 months on average)	
32%	Cases closed within 3 months
42%	Cases closed within 3 to 12 months
13%	Cases closed within 12 to 18 months
13%	Cases closed after more than 18 months ¹

4.5 Compliance with the Ombudsman's proposals

In the context of inquiries, the Ombudsman can make proposals to the EU's institutions and bodies about how to address a problem or improve their administrative practices. These proposals take the form of solutions, recommendations and suggestions.

Each year, the Ombudsman carries out a comprehensive analysis of how the institutions respond to her proposals in inquiries that were closed in the previous year. This analysis, which includes compliance rates and other concrete examples to demonstrate the impact and relevance of the Ombudsman's work, is published in the annual *Putting it right?* report.

In 2017, the EU institutions complied with the Ombudsman's proposals in 81% of instances, a slight decrease from the 85% in 2016. The institutions reacted positively to 80 out of the 99 proposals for improvement made by the Ombudsman. There were 148 other cases in which the Ombudsman considered that the institutions had taken steps to improve how they work. Eight out of the 14 institutions had a 100% compliance rate, while the European Commission – which accounts for most cases – had a 76% compliance rate.

The report for 2018 will be available at the end of 2019.

¹ Some complex cases require several rounds of consultations with the complainant and the institution concerned: the new implementing provisions are expected to reduce the length of inquiries.

5 Resources

5.1 Budget

The Ombudsman's budget is an independent section of the EU budget. It is divided into three titles. Title 1 covers salaries, allowances, and other expenditure related to staff. Title 2 covers buildings, furniture, equipment, and miscellaneous operating expenditure. Title 3 covers the expenditure resulting from general functions that the institution carries out. In 2018, budgeted appropriations amounted to EUR 10 837 545.

With a view to ensuring effective management of resources, the Ombudsman's internal auditor regularly checks the institution's internal control systems and the financial operations that the office carries out. As is the case with other EU institutions, the European Court of Auditors also audits the Ombudsman.

5.2 Use of resources

Every year, the Ombudsman adopts an [Annual Management Plan](#), which identifies concrete actions that the office expects to take to give effect to the objectives and priorities of the Ombudsman's five-year strategy "[Towards 2019](#)". The 2018 Annual Management Plan is the fourth to be based on this strategy.

The institution has a highly qualified multilingual staff. This ensures that it can deal with complaints about maladministration in the 24 official EU languages and raise awareness about the Ombudsman's work throughout the EU. In 2018, the Ombudsman had a staff of 65.



Photo 9
Cesira D'Aniello, Secretary-General of the European Ombudsman's Office.

In September 2018, Cesira D'Aniello joined the office as Secretary-General, replacing Beate Gminder, who took on new responsibilities at the European Commission.

Detailed information on the structure of the Ombudsman's office and the tasks of the various units is available on the [Ombudsman's website](#).

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Putting it Right?

Report

How the EU institutions responded
to the Ombudsman in 2017

December 2018

EN



Table of contents

Foreword	3
Report	4
1. Introduction	4
2. The Ombudsman's powers and procedures	4
3. The impact of the Ombudsman's work	5
a. Solutions	5
b. Recommendations	5
c. Suggestions	5
d. Cases settled	5
e. Strategic initiatives	6
4. How the institutions responded to the Ombudsman in cases closed in 2017	7
a. Solutions achieved or partly achieved	7
b. Recommendations accepted or partly accepted	8
c. Follow-up to suggestions for improvement	10
d. Compliance rates for cases closed in 2017	13
5. Conclusion	14



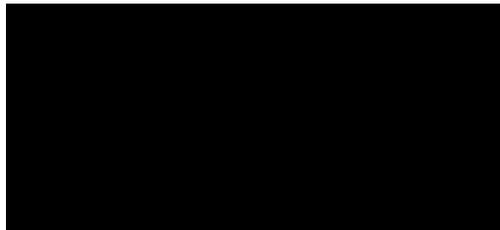
Foreword

I am pleased to present this year's 'Putting it Right?' report, which looks into how the EU's institutions complied with proposals made in my inquiries. The EU institutions respond well in the vast majority of inquiries and there was an overall 81% compliance rate in cases closed in 2017. This is a good result but more needs to be done by the institutions to raise compliance, particularly when I make a recommendation to address a finding of maladministration.

The institutions reacted positively to 80 out of the 99 proposals I made to correct or improve their administrative practice. There were 148 other cases in which I considered that the institutions had taken steps to improve how they work. Eight out of the 14 institutions had a 100% compliance rate, while the European Commission - which accounts for most cases - had a 76% compliance rate.

Citizens expect the EU administration to put things right when they go wrong and to improve things for the future. This is what an Ombudsman seeks to achieve. I will continue to monitor implementation of my suggestions and recommendations so that citizens can be confident that their grievances are being addressed and they are being listened to.

I encourage the EU administration to continue working towards improving how it interacts with the public. I look forward to learning about examples of the good work the institutions and bodies do as part of our upcoming 'Good Administration Award', the second edition of which we launched recently.



Emily O'Reilly
December 2018



Report

1. Introduction

This report gives an account of how the EU institutions¹ responded to proposals made by the Ombudsman in cases closed in 2017. These proposals come in the form of solutions, recommendations and suggestions.

Section 3 on the impact of the Ombudsman's work explains what Ombudsman solutions, recommendations and suggestions are. The new Implementing Provisions² ('IPs'), which entered into force on 1 September 2016, have affected to a certain extent the terms we use³. All inquiries covered in this report were closed after the new IPs entered into force.

Section 3 also describes the impact of the Ombudsman's work in other cases, where the complaint was settled by the institution or where the Ombudsman decided to launch a strategic initiative⁴.

There are also summaries of cases warranting a 'special mention' as leading examples under each category.

2. The Ombudsman's powers and procedures

The Ombudsman helps individuals, companies and associations who have a problem with an EU institution⁵. At the same time, the Ombudsman serves the public interest by helping the institutions to improve the quality of the service they provide. As well as investigating complaints, the Ombudsman can also open inquiries on her own initiative.

Institutions are required to provide the Ombudsman with the information necessary to carry out an inquiry. The Ombudsman can inspect any file held by an institution and take testimony from staff members. These powers are set out in the Statute of the Ombudsman⁶ ('the Statute'). Where necessary or

¹ For brevity, this report uses the term "*institution*" to refer to all the EU institutions, bodies, offices, and agencies.

² <https://www.ombudsman.europa.eu/en/resources/provisions.faces>

³ Under the new IPs, 'recommendations' are normally used to deal with all findings of maladministration before an inquiry is closed. In the past, the Ombudsman used the term 'critical remark' when she closed a case with a finding of maladministration. The new IPs replaced the concept of 'critical remarks' with the simple and clear concept of 'findings of maladministration'. If a recommendation is rejected by the institution, the case is closed with a 'finding of maladministration'.

The new IPs also replaced the concept of 'further remarks' with the concept of 'suggestions for improvement', which seek to ensure systemic improvement in the EU administration.

⁴ See Section 3e below.

⁵ Article 228 of the Treaty on the Functioning of the European Union empowers the Ombudsman to inquire into maladministration in the activities of the Union institutions, with the exception of the Court of Justice of the European Union acting in its judicial role.

⁶ European Parliament Decision 2008/587 of 18 June 2008, amending Decision 94/262 on the regulations and general conditions governing the performance of the Ombudsman's duties, OJ 2008 L 189, p. 25.



appropriate in a case, the Ombudsman can call on the institution to revise its position, provide redress or make general changes for the future. If the institution replies to a finding of maladministration in an unsatisfactory way, the Ombudsman can draw political attention to a case by making a special report to the European Parliament.

3. The impact of the Ombudsman's work

a. Solutions

If the Ombudsman considers that a complaint can be solved quickly, she can make a solution proposal to the institution concerned, based on Article 3(5) of the Statute⁷. The new IPs have made it easier and quicker to find solutions that address maladministration.

b. Recommendations

Recommendations can be made whenever the Ombudsman finds maladministration. Recommendations addressed to the institutions are simultaneously published on the Ombudsman's website.

If the recommendation is rejected by the institution, the Ombudsman closes the case by confirming her finding of maladministration. The Ombudsman may submit a Special Report to the European Parliament on any inquiry closed with a finding of maladministration, which the Ombudsman considers to be of significant public interest. If the recommendation is accepted, the Ombudsman closes the case noting this.

c. Suggestions

Suggestions for improvement seek to ensure systemic improvement in the EU administration. They are made either in the decision closing the case or at an earlier stage in the inquiry.

d. Cases settled

The Ombudsman can close an inquiry at an early stage without proposing a solution if the institution spontaneously settles the case after being informed about it.

⁷ Article 3(5) of the Statute provides that *"As far as possible, the Ombudsman shall seek a solution with the institution or body concerned to eliminate the instance of maladministration and satisfy the complaint."*



e. Strategic initiatives

The Ombudsman may choose to pursue strategically important topics without launching an inquiry, by opening a so-called 'strategic initiative'⁸. The purpose of these initiatives is to share suggestions with the institutions on important topics, to draw attention to matters of public interest or to find out more about a particular issue before deciding whether it is necessary to open an inquiry. In 2017, the Ombudsman opened 8 strategic initiatives and closed 6.

Case SI/3/2016/AB: Proactive transparency policy of the European Investment Bank (EIB)

In the context of the EIB's expanded area of work, notably its role in implementing the Investment Plan for Europe, the Ombudsman considered it necessary to look into the EIB's proactive transparency policy. In her view, the EIB's role in administering the European Fund for Strategic Investments (EFSI) creates a greater need for scrutiny. A proactive approach to transparency is necessary to ensure public trust.

The Ombudsman made three suggestions to the EIB: i) to proactively disclose the minutes from meetings of the boards of directors of the EIB and the European Investment Fund (EIF), with redactions made only if objectively justified; ii) to make public the 2015 agreement between the EIB and the Commission establishing the EFSI, which sets out the terms of funding applications, and how EFSI's activities are monitored; and iii) to publish details of its plans to progressively develop its public register of documents on environmental information.

The EIB committed to follow up on the Ombudsman's suggestions by publishing the minutes of meetings of the boards of directors and the EFSI agreement. The Ombudsman welcomed this, as well as the EIB's ongoing efforts to improve its public register, notably by disseminating more environmental information.

⁸ For more information on the Ombudsman's strategic initiatives, you may consult the following link: <https://www.ombudsman.europa.eu/en/strategic-issues/strategic-initiatives>



4. How the institutions responded to the Ombudsman in cases closed in 2017

a. Solutions achieved or partly achieved

EU institutions accepted a total of 20 solution proposals in cases closed in 2017⁹. Two solution proposals were rejected by the Commission¹⁰.

Table 1 - Solutions achieved or partly achieved by institution

Institution	Solutions (partly) achieved
European Commission	9
European External Action Service	1
European Investment Bank	2
European Anti-Fraud Office (OLAF)	1
European Border and Coast Guard Agency (Frontex)	4
European Food Safety Authority	1
Education, Audiovisual and Culture Executive Agency	2
Total	20

Case 1616/2016/MDC: How the European Border and Coast Guard Agency (Frontex) dealt with a request for public access to reports about ‘serious incidents’ with its operations in Bulgaria

A journalist, who had sought and received public access to ‘serious incident reports’ (SIRs)¹¹ from Frontex ‘operations’ in Bulgaria, considered that Frontex had not identified all the SIRs from the period falling under his request. He complained to the Ombudsman that (i) Frontex consistently fails to identify all SIRs about operations in Bulgaria; and (ii) when dealing with requests for public access, Frontex redacts SIRs in a manner that is not consistent with EU rules on public access to documents¹².

⁹ In two of these cases, while there was no formal solution proposal, the institutions accepted proposals made by the Ombudsman in the course of the inquiry. The outcome of these cases was recorded as “solution (partly) achieved”.

¹⁰ In four cases, the institutions rejected solution proposals and the subsequent recommendations. In order to avoid double counting, the statistics include only the negative follow-up to the recommendations in these cases.

¹¹ A ‘serious incident’ is defined by Frontex as an event or occurrence, which may affect, or be relevant to a Frontex mission or its image, or the safety and security of the participants on the mission. Examples include violations of fundamental rights, EU law, international laws related to access to international protection and the Frontex Code of Conduct. Serious Incident Reports are collected and analysed by a Frontex ‘Situation Centre’.

¹² Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents, OJ 2001 L145, p. 43.



Following her inquiry, the Ombudsman proposed that Frontex: (i) disclose additional SIRs that were identified during the Ombudsman's inspection; (ii) develop, as soon as possible, tools to make it easier to identify documents in its record system; (iii) commit to better explaining why it is redacting or not disclosing documents; and (iv) reassess the redactions it made to some of the SIRs requested by the complainant, with a view to granting further partial access to them.

Frontex accepted the solution proposals and took measures to implement them. The Ombudsman therefore concluded that a solution had been found and closed the inquiry.

b. Recommendations accepted or partly accepted

EU institutions accepted or partially accepted a total of 11 recommendations in cases closed in 2017¹³.

Five recommendations were rejected by the Commission, one was rejected by the European External Action Service, one by the EIB, and one by the European Anti-Fraud Office (OLAF). These cases were closed with findings of maladministration.

Table 2 - Recommendations accepted or partly accepted by institution

Institution	Recommendations (partly) accepted
European Commission	7
European Central Bank	1
European External Action Service	1
European Economic and Social Committee	2
Total	11

Case OI/6/2014/NF: The composition and transparency of the European Commission's expert groups

This strategic inquiry looked at the groups set up by the Commission to provide advice from external experts in specific policy areas. The Ombudsman carried out a public consultation and made a range of suggestions to the Commission on how to: ensure a balanced composition of expert groups, including how to improve the procedures for selecting their members; improve compatibility and synergies with the Transparency Register¹⁴; strengthen the conflict of interest policy for individual experts appointed in a personal capacity; and improve the information available on the public register on expert groups. The Ombudsman

¹³ Partial acceptance of a recommendation occurs when the institution has genuinely responded to central points in the recommendation in a constructive manner.

¹⁴ The EU Transparency Register is a public register run jointly by the Commission and the European Parliament, which seeks to provide information on the organisations and interest representatives that interact with the institutions.



also made two specific recommendations to the Commission with a view to improving the transparency of expert groups' work: that minutes of expert group meetings be meaningful and detailed, and that the groups' deliberations be non-confidential by default.

In the course of the inquiry, the Commission reformed its expert group system largely in line with the Ombudsman's suggestions, revising the applicable rules¹⁵. In particular, the Commission made the selection procedure for expert group members more transparent, put in place a new conflict of interest policy for individual experts, and introduced the requirement that organisations and self-employed individuals be registered in the Transparency Register in order to be appointed to expert groups.

The Commission also improved the transparency of expert groups' work. Meeting minutes must now be "meaningful and complete", and expert groups may decide to deliberate publicly. **The Ombudsman considered this to represent good progress, but will monitor how the Commission continues to improve the transparency of its expert groups' work.**

[Case 454/2014/PMC: The practice by the European External Action Service \(EEAS\) of offering unpaid traineeships in EU Delegations](#)

The Ombudsman looked into the EEAS's practice of offering only unpaid traineeships in EU Delegations, following a complaint from a former trainee who argued that this discriminated against young people from less well-off backgrounds.

The Ombudsman found that unpaid traineeships may lead to a discriminatory situation, since persons from less privileged backgrounds are more likely to lack the financial means to undertake such traineeships. She found that the EEAS's practice constituted maladministration and therefore recommended to the EEAS that it pay all its trainees, including those in EU Delegations, an appropriate allowance.

The EEAS accepted the recommendation and, after receiving the approval of the 'budgetary authorities', introduced new rules to ensure these traineeships are now paid¹⁶.

[Case 1688/2015/JAP: The European Commission's decision to recover funds from a participant in an EU project on older people and ICT](#)

The complainant is a Belgian-based non-profit organisation that took part in an EU-funded project aimed at addressing the issues faced by older people using ICT solutions. A financial audit found that the system used by the complainant for recording working time was unreliable. As a consequence, the Commission sought to recover more than EUR 85 000 from the complainant.

During the inquiry, the Ombudsman noted that the auditors had also recognised that the work done by the complainant on two specific 'deliverables' was legitimate, as was the related working time. She thus found it unfair and

¹⁵ Commission Decision establishing horizontal rules on the creation and operation of Commission expert groups, 30 May 2016, C (2016) 3301 final.

¹⁶ Decision of the Director-General for Budget and Administration of the European External Action Service of 21 December 2017, available at the following link:

https://eeas.europa.eu/sites/eeas/files/admin2017_28_of_21.12.2017_0.pdf



disproportionate that the Commission wanted to recover all funds because of the general flaws with the time recording system. The Ombudsman found maladministration in the Commission's conduct and recommended that it revise its decision and reduce the amount it was seeking to recover accordingly.

The Commission fully accepted the Ombudsman's recommendation and agreed to reduce the amount to be recovered by nearly EUR 37 000.

The following example concerns a case where the Ombudsman's recommendations were not accepted and the Ombudsman closed the case confirming her findings of maladministration.

[Case 682/2014/JF: The requirement by the European Commission that individuals requesting public access to documents provide their postal address](#)

This case concerned the Commission's refusal to register a request for public access to documents by a non-governmental organisation, as it had not provided a postal address. While the Ombudsman agreed that EU institutions have to take appropriate and proportionate measures to verify the identity of those seeking public access to documents, she considered that they should also ensure the widest and easiest access possible.

The Ombudsman made recommendations to address this. In particular, she asked the Commission to register and promptly deal with the complainant's request and to no longer require a postal address from those requesting access to documents if they provided a suitable alternative form of contact (such as an email address). As the Commission rejected the recommendations, the Ombudsman closed the case with two findings of maladministration.

In the context of this inquiry, the Ombudsman also made suggestions to the Commission to modernise how it deals with requests for access to documents. One of the suggestions was that the Commission should consider alternative online systems or electronic means of communication. After the inquiry was closed, the Commission indicated to the Ombudsman that it was analysing the possibility to set up a new electronic notification system for access to document requests.

c. Follow-up to suggestions for improvement

A total of 58 suggestions were made in 26 cases that were closed in 2017¹⁷. Many of these suggestions were made in own-initiative inquiries. The follow-up to suggestions was satisfactory in 84% of cases. This is lower than last year's rate of 94%.

¹⁷ When a suggestion is made in a decision closing an inquiry, the institution is normally invited to respond within a period of six months. As the institutions concerned have not yet replied, the statistics in this report do not include:

i) two suggestions made in the decision closing case 266/2016/PMC against the Commission, and
ii) one suggestion made in the decision closing case 639/2017/TN against the European Personnel Selection Office.



Table 3 - Satisfactory replies to suggestions made in 2017 by institution

Institution	Suggestions	Satisfactory replies	% of satisfactory replies
European Parliament	1	0	0%
European Commission	35	28	80%
European External Action Service	3	3	100%
European Economic and Social Committee	1	1	100%
European Investment Bank	1	1	100%
European Personnel Selection Office	7	6	86%
European Environment Agency	1	1	100%
European Food Safety Authority	1	1	100%
European Medicines Agency	5	5	100%
European Asylum Support Office	1	1	100%
Education, Audiovisual, and Culture Executive Agency	2	2	100%
Total	58	49	84%

[Own-initiative inquiry OI/2/2016/RH: How the European Commission dealt with files on the toxicity of chemical substances](#)

The case concerned how the Commission dealt with files on the evaluation of chemical substances under the EU's REACH rules¹⁸. In particular, the inquiry looked at delays in processing files evaluating the reproductive toxicity of 216 chemical substances. Because of the progress made in the course of her inquiry, the Ombudsman closed the case but invited the Commission to report back to confirm that it had taken the agreed measures. The Ombudsman also invited all parties involved in following-up on the evaluations of chemical substances under REACH to address a systemic shortcoming identified in her inquiry, namely, the lack of incentives for those registering chemical substances to update their files.

The Commission reported back to the Ombudsman, describing the progress it had made in processing the files. It acknowledged that problems remained in getting companies to update their registration files, and that it would make proposals to address this in 2019, after consulting with the relevant parties, including through new secondary legislation.

[Own-initiative inquiry OI/6/2016/AB: Preventing conflicts of interests with the European Commission's 'special advisers'](#)

This strategic inquiry looked into the Commission's rules and practices for ensuring that its 'special advisers', who give advice to Commissioners, do not have conflicts of interests arising from their activities outside the Commission. During the inquiry, the Ombudsman welcomed that the Commission had improved how the duties of special advisers are formulated. She was also positive about the measures

¹⁸ Regulation (EC) No 1907/2006 of the European Parliament and of the Council on the Registration, Evaluation, Authorisation and Restriction of Chemicals, OJ L 396, 30.12.2006, p. 1–849.



it had drawn up to mitigate the risks of possible conflicts of interest. However, she observed that the Commission did not always provide a convincing explanation as to why it considered outside activities of special advisers not to pose potential risks.

The Ombudsman concluded that the Commission could further improve its practices and made ten suggestions. These focused on: adopting a more proactive approach to assessing risks of conflicts before they develop into real problems; using clear and effective mitigating measures to address risks that arise; and enhancing public access to information on special advisers.

The Commission agreed it needed to make further progress in assessing risks of conflicts of interests and in applying more specific and operational mitigation measures to address these risks. It acknowledged that it could better formulate the mandates of special advisers and adopt examples for assessing potential conflicts.

The Commission also committed to fully apply the existing contractual obligation on special advisers to declare any new activity they take on. It also agreed to consider publishing online the declarations of the activities of and statements of assurance by special advisers. The Ombudsman welcomed the Commission's commitment to further improve its practices and committed to following-up on the inquiry within two years.

[Case 1475/2016/JAS: How the European Medicines Agency \(EMA\) carried out a risk assessment related to human papillomavirus \('HPV'\) vaccines](#)

This case concerned how EMA carried out a risk assessment related to HPV vaccines. The so-called 'referral procedure' aimed to examine whether there is any evidence of a causal link between HPV vaccination and two syndromes, but found no link. The complainants disagreed with the scientific work on which this finding was based, and expressed concerns about the transparency and impartiality of the procedure.

The Ombudsman opened an inquiry to assess whether EMA had the necessary procedural safeguards to ensure that the examination of scientific evidence is complete and independent, and whether these safeguards were applied properly in this case.

In response to a suggestion made by the Ombudsman during her inquiry, EMA agreed to review the confidentiality requirements on its experts so that they may publicly discuss details of the scientific debate, once that debate has been completed. The Ombudsman concluded that there was no maladministration by EMA, however she suggested that it proactively make public as much information as possible on the scientific work of its internal advisory committees, and that it consider making public lists of all relevant documents related to each referral procedure or consider other ways of helping interested individuals to identify the documents they would like to obtain.

The Ombudsman is pleased that, overall, EMA has shown a willingness to act on her suggestions. It is reviewing its confidentiality requirements. It has also committed to improve access to product information, and is developing more public-friendly information about its evaluation procedures. EMA is also redeveloping its website to improve usability and the search function for documents. EMA disagreed with the Ombudsman's suggestion to make lists of



relevant documents public. However, by creating a team to help with access to documents requests, the Ombudsman considers that EMA has found an acceptable alternative.

Case 7/2016/PL: The languages available in public consultations organised by the European Commission

The case concerned the fact that public consultations on the Commission's website were often not available in all the official languages of the EU. The Ombudsman opened an inquiry, in the course of which the Commission prepared a new language policy on public consultations. The new measures include, for example, translating the public consultations related to the Commission's Work Programme into all official EU languages. The new policy also introduced a procedure to determine into which languages other public consultations should be translated.

The Ombudsman closed the inquiry, but suggested that the Commission closely monitor the impact of its new language policy and the extent to which it respects the principle that public consultations should be made available in all the official EU languages. The Ombudsman also suggested that, in its dedicated website on public consultations, the Commission include a section describing its new language policy and an explanation of why some consultations are not available in all EU languages.

In its follow-up reply, the Commission stated that there has already been a considerable increase in the amount of public consultations that are translated. It has also included an explanation of its language policy online. The Ombudsman will continue to monitor the situation in the context of a broader public consultation she launched on the use of languages in the EU institutions.

d. Compliance rates for cases closed in 2017

There was an overall compliance rate of 81% with the Ombudsman's proposals for cases closed in 2017. The institutions reacted positively to 80 out of the 99 proposals that the Ombudsman made to correct or improve their administrative practices¹⁹. The compliance rate is based on the number of positive replies to the solution proposals, recommendations, and suggestions made in cases closed in 2017. There were a further 148 cases where the Ombudsman considered that the institutions had taken steps to improve how they work.

As is clear from Table 4 below, the compliance rate varies from one institution to another. Eight out of the 14 institutions examined had a 100% compliance rate, while the Commission - which accounts for most cases - had a compliance rate of 76%.

While these statistics are often based on very few cases, any result lower than 100% means the institution failed to comply with a proposal made by the Ombudsman.

There was a lower rate of compliance for Ombudsman recommendations than for solution proposals or suggestions. The institutions accepted 11 out of the 19 recommendations made.

¹⁹ See footnotes 9-10 above.



Table 4 - Rate of overall compliance by institution

Institution	Solutions, recommendations, suggestions	Satisfactory replies	% of Satisfactory replies
European Parliament	1	0	0%
European Commission	58	44	76%
European Central Bank	1	1	100%
European External Action Service	6	5	83%
European Economic and Social Committee	3	3	100%
European Investment Bank	4	3	75%
European Personnel Selection Office	7	6	86%
European Anti-Fraud Office (OLAF)	2	1	50%
European Border and Coast Guard Agency (Frontex)	4	4	100%
European Environment Agency	1	1	100%
European Food Safety Authority	2	2	100%
European Medicines Agency	5	5	100%
European Asylum Support Office	1	1	100%
Education, Audiovisual, and Culture Executive Agency	4	4	100%
Total	99	80	81%

5. Conclusion

This report constitutes an annual effort to measure compliance with the Ombudsman's proposals from a statistical point of view. For some cases, the impact is not necessarily captured in an annual compliance rate. There are, for example, cases where institutions may comply at a later date with a proposal made by the Ombudsman.

By way of example, in July 2015, the Ombudsman invited the Commission to proactively publish decisions it makes to authorise post term-of-office activities taken up by former Commissioners, as well as the opinions on those activities by the Ad Hoc Ethical Committee, a three-member advisory body²⁰. The Commission declined at the time for privacy reasons and to protect commercial information. However, in September 2017, the Commission presented a new draft Code of Conduct for Commissioners, which provides for the proactive publication of these decisions and the related opinions of the Committee. This was formally adopted in February 2018²¹. The Ombudsman welcomes this progress.

²⁰ <https://www.ombudsman.europa.eu/en/correspondence/en/61417>

²¹ Commission decision of 31 January 2018 on a Code of Conduct for the Members of the European Commission which repeals and replaces the Code of Conduct of 20 April 2011 and the Commission decision establishing the Ad Hoc Ethical Committee of 21 October 2003.



Where possible, it is preferable to bring about improvements sooner. This is the first report to include cases closed exclusively under the new IPs. The main purpose of the new IPs is to allow us to handle cases in a more efficient way and to speed things up. We are in the process of evaluating their impact and will report on that in the coming year.



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