



Annual Activity Report

of the Principal Authorising Officer by Delegation

Year 2020

24 March 2021

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Contents

Introduction	3
Highlights of the year	4
1. The structure and organisation of the Office	5
2. Our activities in 2020	6
2.1 Implementation of AMP 2020 actions	6
2.2 Scoreboard 2020	12
2.3 Core activities	13
2.4 Management Processes	16
2.5 Supporting processes	17
3. Efficiency, economy and internal control measures	23
3.1 Efficiency and economy	23
3.2 Management and follow-up of controls	24
3.3 Control results	26
3.4 Whistleblowing and investigations by OLAF	28
4. Declarations of the Authorising Officers by Delegation	29
4.1 Declaration of the Authorising Officer by Delegation	29
4.2 Declaration of the Principal Authorising Officer by Delegation	30
Annexes	32
Annex 1: Human resources and professional training charts	32
Annex 2: The Ombudsman's Operating Framework (PowerPoint Presentation)	37
Annex 3: Report on budgetary and financial management for the financial year 2020	37
Annex 4: Draft Annual Report 2020 of the European Ombudsman	37
Annex 5: <i>Putting it Right? How the institutions responded to the Ombudsman in 2019</i>	37



Introduction

The Ombudsman in brief

The Treaty on the functioning of the European Union empowers the Ombudsman to carry out inquiries into maladministration in the activities of the Union's institutions, bodies, offices and agencies, with the exception of the Court of Justice in its judicial role. Inquiries may be carried out in response to complaints, or on the Ombudsman's own initiative. The Ombudsman's independence is guaranteed by the Treaties.

The Charter of Fundamental Rights includes the right of EU citizens to complain to the Ombudsman. Companies, associations, and third country nationals resident in the EU also enjoy this right. The Ombudsman can deal with complaints about breaches of Charter rights, as well as other cases of maladministration. The Ombudsman therefore empowers citizens by helping them to realise their fundamental rights.

The Ombudsman's mission statement

Our mission is to help to support European citizenship. We do this by listening to citizens, to our stakeholders, and by working with the institutions of the EU to help to create a more accountable, transparent, ethical and effective administration.

Scope of the Annual Activity Report

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.

This AAR reports on the implementation of the Ombudsman's Annual Management Plan (AMP) for 2020 and focuses on the organisational, administrative, budgetary and financial aspects of the Office's activities in 2020. 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 2020 is attached as Annex 3.

Outcomes of inquiries and efforts to improve good administration in 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 2020 is annexed to this report (Annex 4) as is the report *Putting it Right? – How the EU institutions responded to the Ombudsman in 2019* (Annex 5), which provides further information on the Ombudsman's impact on the EU administration.



Highlights of the year

Main achievements in 2020

Relevance and Impact

1. Adopted a new Strategy 'Towards 2024';
2. Launched several inquiries and initiatives into the COVID-19 response by the EU administration;
3. Issued guidelines to the EU administration on the use of EU official languages;
4. Dealt with several inquiries of public importance, including on the sponsorship of EU presidencies;
5. Opened 365 new inquiries on the basis of complaints and closed 392 complaint-based inquiries;
6. Carried out a review of the Fast-Track procedure;
7. Launched the third 'Award for Good Administration';

Visibility

8. Organised a conference to celebrate 25 years of the Ombudsman's Office;
9. Marked the 25th anniversary on social media, through a dedicated webpage and with a leaflet outlining the main achievements since the Office was set up;
10. Saw a further rise of followers on all social media platforms;
11. Included a news section on the Website with easy-to-read news articles on prominent inquiries or other aspects of the Ombudsman's work;
12. Launched a new dedicated section on public access to documents on the Website;

Efficiency

13. Successfully transitioned to 100% teleworking for all staff and paperless procedures in response to the COVID-19 crisis;
14. Continued to exceed internal targets for complaint-handling key performance indicators;
15. Carried over a record low number of inquiries to 2021;
16. Achieved a budget implementation rate of close to 95%;
17. Achieved a further significant reduction in the appropriations carried over to 2021;
18. Succeeded in paying invoices from private providers of goods and services in less than 12 days on average;
19. Successfully completed the transfer of the management of individual rights to PMO.



1. The structure and organisation of the Office

Following the Ombudsman's re-election in December 2019 and as part of the reflection on a new strategy for the 2020-2024 mandate, the Ombudsman reviewed how the office is organised. As a first step, in September 2020, the Office put in place a Directorate of Inquiries. The description of the various entities below reflects the situation at the end of 2020, thus before completion of the organisational structure in the administrative areas, which is expected in 2021.

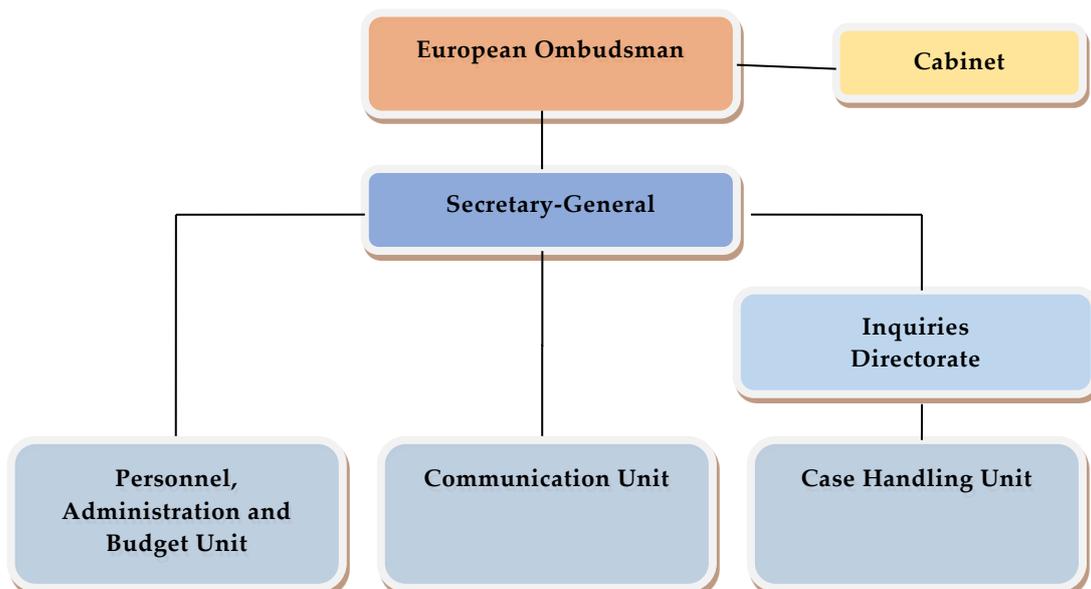
The **Cabinet (CAB)** works under the direct instruction of the Ombudsman. It advises and assists the Ombudsman to help ensure implementation of her vision, strategy and objectives. Cabinet members also liaise and represent the Ombudsman externally and coordinate meetings, speeches and articles on behalf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

The **Secretary-General (SG)** is responsible for the overall management of the office and for ensuring coordination and implementation of the Ombudsman's strategy. The Director, the Head of the Personnel, Administration and Budget Unit and the Head of the Communications Unit report directly to the Secretary-General.

The **Directorate of Inquiries (DIR-INQ)**, which includes a **Case-Handling Unit (CHU)** implements the Ombudsman's strategy in the area of complaints and inquiries.

The **Communication Unit (COMM)** supports the Ombudsman's objective of increasing citizens' awareness of the office and co-ordinates the Ombudsman's relations with the European Network of Ombudsmen.

The **Personnel, Administration and Budget Unit (PAB)** is responsible for all matters related to the institution's administration, human resources, budget, buildings, IT and records management. The Unit establishes and implements the appropriate internal control mechanisms and prepares information for the various budgetary control authorities.





2. Our activities in 2020

The table and the scoreboard below show the results achieved by the office in 2020 based on the priorities, actions and Key Performance Indicator (KPI) targets set out in the AMP 2020.

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.

2.1 Implementation of AMP 2020 actions

The table below lists the actions under the headings used in the Strategy *Towards 2019* and the AMP 2020 and describes 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. Develop and adopt a strategy for the 2020-2024 mandate.	A new strategy 'Towards 2024' was adopted in December 2020.	CAB/SG	All
2. Review how we measure performance and align the key performance indicators to the objectives of the new strategy.	This action was completed. New KPIs were adopted and included in the strategy 'Towards 2024'.	SG	All
3. Review the European Network of Ombudsmen (ENO) strategy, including the strengthening of parallel work and further meetings with smaller groups of ENO offices.	Following the EO's 25th anniversary conference on 26 October 2020 (where these plans were discussed with the ENO, on the basis of replies to a questionnaire), the SI team worked with COMM to plan parallel work for 2021. A series of meetings were also held with ENO offices to learn about their complaint-handling procedures and exchange best practice.	Dedicated inquiries team/ COMM	
4. Finalise the paper on the interaction between Regulation 1049/2001 (Public access) and Regulation 2018/1725 (data protection).	The EDPS was informed of the conclusions of the paper and was sent the EO's draft revised redaction rules and guidelines for approval.	Inquiries teams	



5. Continue developing policy papers on key issues for the Ombudsman.	A guidance note on the Ombudsman's approach to grant cases was finalised and is available in CMS. The four teams in the Case-handling Unit are well advanced in drawing up policy papers in their respective areas, while the public access team conducted an audit of cases that will feed into policy reflections in 2021.	Inquiries teams	COMM
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Actions under objective 2 - Achieve greater impact

We 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. Finalise the revision of the European Code of Good Administrative Behaviour, modernise the design and publish it in the context of the 25 th EO anniversary year.	The Commission Secretariat-General provided input on the draft. The extent of the comments received suggests that this project will take more time than originally envisaged. In order to secure broad, inter-institutional support for this important project, further reflections to take place in 2021 with a view to relaunching the project in 2022.	SG/ COMM	
7. Provide input to the Conference on the Future of Europe once set up.	This action is ongoing - the conference was put off due to epidemiological conditions. It will focus on how to develop EU policies over the medium and long term in order to tackle more effectively the challenges facing Europe, including the economic repercussions of the COVID-19 pandemic and lessons learned from the crisis. CAB is monitoring developments.	Strategic inquiries team	COMM/ CAB
8. Draw up work plan for Ombudsman strategic inquiries and initiatives.	A work plan has been drawn up. The COVID-19 work plan was well advanced in 2020.	Strategic Inquiries team	CAB
9. Continue consolidating the Fast-Track procedure for public access cases and produce a short review of results at the end of 2020.	A review of the Fast-Track procedure was finalised in December 2020.	Public access team	



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. Celebrating the EO's 25th anniversary: branded information, publications and events to focus on achievements for citizens since 1995.	An information campaign was carried out throughout 2020 - with a special logo, a digital communications campaign and a dedicated website.	COMM	
11. Organise the EO 25 conference in autumn 2020.	The conference was held by video-conference on 26 October, involving high-level EU speakers, ENO members and other stakeholders.	COMM	
12. Increase the EO's presence on LinkedIn to enhance (i) awareness of the EO's role and (ii) the EO's profile as an employer.	The office made increased use of LinkedIn as one of the EO's key social media platforms. This included targeted posts on the EO's work, a campaign on traineeships, also in cooperation with EPSO.	COMM	PAB
13. Participate in the EYE (Europe Youth Event) on 29-30 May 2020 at the European Parliament in Strasbourg.	This event was postponed by the EP due to COVID-19.	COMM	
14. Develop a document format on the EO website for online news articles.	This action was fully implemented (online news articles content type is now being used). Work to further improve inquiries content types and structure is ongoing.	COMM	ICT

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
15. Review the organisational structure of the office with a view to strengthening our core activities and encouraging agility and efficiency.	A new organisational structure was put in place, starting with the creation of a new directorate for inquiries in September 2020. Implementation in the administrative areas will be completed in 2021.	SG/CAB	All



<p>16. Continue developing our knowledge management capacity.</p>	<p>The knowledge management capacity has been enhanced through the manual on case handling procedures and the process put in motion thereby, i.e. continuous feedback by case handlers.</p> <p>In addition, under the new organisational structure, Knowledge Management (KM) coordinators have been appointed.</p> <p>As a KM group they made a number of action proposals that are now being implemented.</p>	<p>Inquiries teams</p>	<p>All</p>
<p>17. Finalise the case handler handbook.</p>	<p>The new Manual on complaint handling procedures was finalised.</p>	<p>SG</p>	
<p>18. Assess case-handling developments (OMCs, inadmissible complaints, no maladministration decisions, failure to reply, EPSO, staff, infringement cases and requests for review) and review related procedures as necessary.</p>	<p>Under the new organisational structure, the handling of EPSO, staff, grant and infringement cases is being assessed in the newly created peer review teams.</p> <p>Also, a transition task force was set up to examine the processes for inquiries and case handling in the Inquiries Directorate. The task force aims to report on its findings early in 2021. It will also draw on the work of a CH who has been supporting the Head of the CHU on inadmissible cases, failure to reply and further correspondence.</p>	<p>Dedicated inquiries teams</p>	
<p>19. Develop a transfer tool to facilitate the electronic transmission of multiple or large files to external contacts.</p>	<p>The tool has been deployed and tested. Next step: presentation to the assistants in charge of outgoing correspondence.</p>	<p>ICT</p>	
<p>20. Develop further interaction between the website and CMSEO (enable automatic import of information from the website to CMSEO and interaction with the complainant through the online account throughout the life of the complaint).</p>	<p>This action is ongoing - the transfer 'in' of complaints from the Website to CMSEO is in test phase.</p>	<p>SG</p>	<p>ICT/ COMM</p>
<p>21. Finalise secondment programmes with other institutions.</p>	<p>This action was put on hold due to COVID-19.</p>	<p>SG</p>	<p>PAB</p>



<p>22. Raise awareness on well-being matters through (i) training; (ii) information sessions; and (iii) cooperation with other institutions.</p>	<p>Due to the COVID-19 pandemic, this action was redesigned to address newly emerging needs. The four well-being workshops for all staff scheduled for March 2020 were cancelled and replaced by the following actions: (i) two training sessions on '<i>working in teams from home</i>' (June) to enhance team collaboration under full-time telework; (ii) private short coaching sessions for staff members under stress due to extensive telework; and (iii) a training on '<i>collaboration dynamics</i>' to enhance collaboration of newly established teams following the office's reorganisation.</p>	<p>PAB</p>	
<p>23. Map all functions of the office, identify relevant competences and skills and develop a learning and development policy.</p>	<p>As part of this action, a tailor made training session on SYSPER job descriptions and competences was organised in May 2020. Implementation of the other aspects of this action is ongoing.</p>	<p>SG</p>	<p>PAB</p>
<p>24. Acquire the rights and implement the SYSPER personal file module (NDP) for the management of staff's personal files.</p>	<p>A MoU was signed with the Commission in December 2020 and the office has started using the 'payslips' functionality of the NDP module. The action will continue in 2021 with a view to exploiting the full capacity of the module.</p>	<p>PAB</p>	<p>ICT</p>
<p>25. Make full use of the possibilities offered by SYSPER to produce documents based on templates and on data available in the system.</p>	<p>A kick-off meeting and initial exchange of technical information took place in 2020. The action is ongoing and will be completed in the first quarter of 2021.</p>	<p>PAB</p>	<p>ICT</p>
<p>26. Review provisions on recruitment and careers of temporary staff within the EO's office.</p>	<p>A decision was drafted and is being reviewed by management.</p>	<p>SG</p>	<p>PAB</p>
<p>27. Improve internal communication by turning SISTEO into a more dynamic and informative tool and by further improving the internal newsletter.</p>	<p>EOExpress was introduced on the office's intranet (SISTEO) to inform colleagues of relevant EO news. The internal newsletter was published more often during the COVID-19 confinement period, sharing colleagues' experiences.</p>	<p>All</p>	<p>COMM</p>
<p>28. Adopt historical archiving rules for complaint related documents and establish cooperation with the Historical Archives of the EU.</p>	<p>This action was postponed to 2021.</p>	<p>SG</p>	<p>PAB</p>



29. Review and implement the retention period of documents in the EO's office and automate implementation in the EO's in-house IT tools.	This action is ongoing.	PAB	ICT
30. Implement the EDPS recommendations following the 2019 inspection, once available.	The EDPS sent its recommendations in November 2020. Implementation has started in 2021.	SG	PAB/ICT/ DPO
31. Relocate the Ombudsman's Office in Brussels to a different building.	New premises were identified and the relevant budgetary procedures were completed. Relocation is expected by summer 2021.	PAB/SG	All
32. Review the internal rules on budget implementation.	The review is ongoing and will be finalised in 2021.	PAB	



2.2 Scoreboard 2020

KPI	Strategy objective	Measurement	Owner	Targets	Results achieved in 2020	Results achieved in 2019
KPI 1	Relevance	Perception of our external stakeholders (rate of positive evaluation)	COMM	70%	N/A	78% ¹
KPI 2	Relevance	Percentage of complaints within the mandate	SG	33%	34%	39%
KPI 3	Impact	Number of inquiries opened in public interest cases (complaints & strategic inquiries & strategic initiatives)	DIR/SG	50	65 (57+3+5)	45 (42+1+2)
KPI 4	Impact	Acceptance (previous year's results - composite indicator) 4a- Overall acceptance 4b- Acceptance in public interest cases	DIR	90% 90%	79% 74%	77% 70%
KPI 5	Visibility	Media and social media activities (composite indicator) 5a- Number of media articles 5b - Engagement on Twitter	COMM	3 000 20 000	3 065 23 000 (42 600 unfiltered)	2 630 36 717
KPI 6	Visibility	Web activities (composite indicator) 6a- Visitors to the website 6b- Advice given through the interactive guide to contact a member of the ENO	ICT/COMM	400 000 8 000	625 392 10 863	457 400 10 184
KPI 7	Efficiency	Handling of complaints and inquiries (composite indicator) 7a- Proportion of cases in which the admissibility decision is taken in one month 7b- Proportion of inquiries closed within 6 months 7c- Proportion of inquiries closed within 18 months	SG	90% 50% 80%	98% 76% 97%	91% 63% 90%
KPI 8	Efficiency	Budget implementation (composite indicator) 8a- Rate of budget implementation 8b- Number of payments beyond 30 days	PAB	93% 0	94.9% 3	92.3% 3

¹ The rate of 78% reflects the average score of the results of an annual stakeholder survey carried out between 2015 and 2018. In 2019 and 2020, the Office decided not to conduct the same survey. The Office will develop a new method for gathering meaningful feedback from key stakeholders in 2021.



2.3 Core activities

The Ombudsman's work and achievements regarding 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 2020, a draft version of which is enclosed with this report as annex 4. This section therefore gives only 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.

2.3.1 Proactive work

(i) 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. They also include strategic initiatives, whereby the Ombudsman generally pursues important topics to encourage the EU administration to be as open, accountable, ethical and responsive to citizens as possible, without necessarily launching an inquiry. Strategic initiatives can also be useful for gathering information that could form the basis for future strategic inquiries.

In 2020, the Ombudsman dealt with three strategic inquiries and six strategic initiatives. Seven of these related to the COVID-19 crisis, one was about how Frontex deals with complaints about alleged fundamental rights breaches through its 'Complaints Mechanism' and one led to the Ombudsman issuing guidelines on the use of EU languages. Detailed information on the strategic inquiries and initiatives can be found in section 2 and in section 5.1 of the Ombudsman's Draft Annual Report for 2020 (annex 4).

(ii) The European Network of Ombudsmen (ENO)

The ENO allows the European Ombudsman to 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.

Furthermore, the query procedure allows members of the ENO to send questions to the Ombudsman about EU law-related issues. The Ombudsman received and dealt with four new queries in 2020.

The Ombudsman organised two ENO events in 2020 which, given the COVID-19 context, were both held virtually. One was a webinar on the implications of COVID-19 for ombudsmen; and the second was the annual ENO network conference (as described in section 2.3.3 (ii) below).

Detailed information on the ENO-related work is available in section 6.3 of the Ombudsman's draft Annual Report 2020 (annex 4).

2.3.2 Complaint-handling

(i) Caseload and KPI results

The COVID-19 pandemic, which dominated the year, had an impact on the number and the type of complaints submitted to the Ombudsman.



The overall number of complaints registered in 2020 was 2107 (compared to 2171 in 2019), i.e. a slight decrease of 3%. The overall number of new complaints dealt with in 2020 was 2148, of which 728 were within the mandate. This compares to 2201 complaints dealt with in 2019, of which 871 were within the mandate. 170 of these complaints were COVID-19 related but only 34 fell within the Ombudsman's mandate.

With a score of 34%, the result of KPI 2 - proportion of complaints within the mandate - remained above the target (33%) but was lower than in 2019 (39%).

The lower 'within-the-mandate' rate resulted in fewer new complaint-based inquiries. In 2020, the Ombudsman opened 365 inquiries based on complaints (456 in 2019) and closed 392 such inquiries (552 in 2019). Efficient turnaround of cases made it possible to carry over a record low number of 92 inquiries to 2021 (compared to 117 inquiries carried over to 2020).

In 2020, the Office closed 39 complaints concerning public access to documents through the Fast-Track procedure. It also carried out a review to assess how the Fast-Track procedure works in practice three years after it was introduced. The main results are positive: the Ombudsman's Office now deals with public access complaints much faster - the average time for handling public access complaints is now one third of what it was before the procedure was introduced.

The results for the three components of KPI 7 (efficiency: composite indicator for the handling of complaints and inquiries) are all above the set targets. The proportions of inquiries closed within six months and 18 months are 76% and 97% respectively (targets: 50% and 80%). With a score of 98%, the third component, proportion of admissibility decisions taken within one month, has, for the second year running, surpassed the target of 90%.

With 65 inquiries opened in cases of public importance, the result for KPI 3 is above the target of 50 and is notably higher than in 2019 (45).

Information on the work on complaints and the outcome of inquiries is available in section 2 of the Ombudsman's draft Annual Report for 2020 (annex 4). Relevant statistical data can be found in section 5.

(ii) Impact, acceptance and follow-up

As in previous years, in 2020, the Ombudsman published a comprehensive account of how EU institutions responded to the Ombudsman's proposals to improve the EU administration. These proposals take the form of solutions, recommendations, and suggestions. The acceptance rate helps measure the extent to which, on an annual basis, the institutions follow-up to Ombudsman proposals. The report *'Putting it Right? – How the EU institutions responded to the Ombudsman in 2019'*, which is enclosed with the present report as annex 5, reveals that the EU institutions accepted the Ombudsman's proposals at a rate of 79% overall (up from 77% in the previous year). The institutions reacted positively to 93 out of the 118 proposals that the Ombudsman made to correct or improve their behaviour in cases closed in 2019. There were a further 178 cases where the Ombudsman considered that the institutions had taken steps to improve how they work. The report provides a detailed breakdown of the acceptance by institution.

The report records acceptance with proposals made by the Ombudsman at a particular point in time. As a result, the acceptance rate does not capture all the efforts made by institutions over time to improve their administration and to address issues raised in Ombudsman inquiries. The Ombudsman attempts to recognise some of these good administrative practices through the 'Award for Good Administration', which is held every two years. The Ombudsman will continue to work with the institutions to bring about change, both immediately in response to individual complaints and, more generally, over time.



2.3.3 Communication and outreach

(i) Media and social media activities

Throughout 2020, there was high media interest in the Ombudsman's inquiries, particularly related to the transparency of environmental decision making, and ethical matters. The Ombudsman continued to explain her work to media outlets from across Europe, with important individual inquiries - such as the one concerning the European Banking Authority's decision to approve a request by its Executive Director to take a post at a finance lobby group - forming the basis of various interviews. Press releases announced findings in major inquiries while engaging inquiry summaries provided journalists and interested observers with a useful overview of other publicly important cases. The number of articles about the Ombudsman's work (3 065) was higher than the target (3 000) for the year.

The Ombudsman continued to expand the use of social media to provide information in a clear manner on what the Office does and who it helps, as well as providing updates and views on the latest developments in inquiries. On Twitter, in particular, the Ombudsman started to make use of more innovative ways to explain the Office's work, including through the use of threads. The Ombudsman's presence on its main platforms – Twitter, LinkedIn and Instagram – increased. Among the highlights of the year were the activities around the Ombudsman's 25th anniversary, which could be followed through the hashtag #EO25years.

In 2020, the fastest-growing channel was Instagram. The audience grew by 71% during the year (1 068 new followers). On LinkedIn, the number of followers increased by 34% (+ 1 237), while on Twitter, where the Ombudsman has the largest audience, the number of followers reached 29 200 in December 2020, which represents an 11% increase (+ 2 870).

(ii) Outreach activities and events

With the exception of a physical exhibition the European Ombudsman displayed in Strasbourg for the Office's 25th anniversary, all events had to go digital in 2020.

In May, the European Ombudsman organised and hosted a webinar on the implications of COVID-19 for ombudsmen. This webinar brought together ombudsmen or their equivalents from 33 member organisations, with a view to sharing experiences and promoting best practices in the crisis response.

A special conference, held in October to celebrate 25 Years of the European Ombudsman, saw high-level speakers discuss the future of the Office. With over 240 participants, the Ombudsman had to innovate to offer a quality online event. The conference made use of the Interactio platform and interpretation facilities provided by the European Parliament, to ensure real time interpretation. The Ombudsman also used Slido, an online platform for virtual events, enabling participants to ask questions and take part in polls in real time.

The second half of the conference was devoted to the European Network of Ombudsmen (ENO) and discussions focused on future cooperation over the coming term and possible topics and modalities for future parallel inquiries. The conference, which had a keynote address from Commissioner for Jobs and Social Rights Nicolas Schmit, also provided another opportunity to discuss the COVID-19 crisis and anticipate how this will affect the work of ombudsmen over the coming years.

In November, the Office opened nominations for the 2021 Award for Good Administration, calling on all EU institutions, agencies and bodies to submit projects that demonstrate excellence in several categories, such as innovation, communication and crisis management.



(iii) Website

Throughout 2020, the Office continued to transform the website into a communications hub. The website now has a news section, which includes easy-to-read news articles that delve into developments in prominent inquiries or explore other aspects of the Ombudsman's work. With a view to making it easier to follow Ombudsman inquiries, each inquiry now has a central 'case page', many of which also include a short teaser text explaining the inquiry and the latest developments. A new dedicated section on public access to documents was also launched.

In terms of KPI results, both the number of unique visitors to the website (625 392) and the number of persons who received advice through the interactive guide to contact a member of the European Network of Ombudsmen (10 863) are beyond the respective targets (400 000 and 8 000).

(iv) Publications and audio-visual output

As part of efforts to mark the 25th anniversary of the European Ombudsman, the Office produced two videos and a short printed leaflet explaining the role of the ombudsman, the Office's powers and some of the main achievements since 1995. A digital scrollable web-story presented a more detailed history of the Office, including milestones, key developments and interesting statistics.

In the context of the Ombudsman's work on the EU response to the COVID-19 crisis, the Office also provided an at-a-glance infographic and related news article, giving an overview of the roles and responsibilities of different EU institutions and agencies.

The Office also produced an online campaign as well as a leaflet with practical recommendations for the EU administration on the use of the EU official languages when communicating with the public. Recommendations include establishing and publishing a clear policy on the use of official languages, and using translation tools and technologies as far as possible.

Towards the end of 2020, the Office published 'Towards 2024' a strategy for the coming years, setting out four objectives (including achieving lasting positive impact on the EU administration) and how it ends to achieve them.

The Ombudsman presented the Annual Report 2019 to the President of the European Parliament in autumn 2020. The report detailed, amongst other things, the Ombudsman's key strategic inquiries, progress in ongoing cases, the Ombudsman's outreach work, and cooperation with the European Network of Ombudsmen (ENO). For the first time it contained a chapter on transparency in environmental decision making, reflecting the increasing number of major inquiries the Office has opened in this area. The report was published in the 24 official EU languages.

2.4 Management Processes

On 20 February 2020, the Ombudsman issued the 2020 Annual Management Plan. Throughout the year, the Secretary-General monitored the implementation of the AMP actions, the case work statistics and the results in terms of the KPI targets.

In the exceptional COVID-19 context, the Secretary-General ensured the implementation of all business continuity measures and of the institution's duty of care, including through cooperation and coordination with the European Parliament and other institutions.



In 2020, the Office also took steps, with the support of the European Parliament, to prepare for the relocation of its Brussels premises. This follows the expansion of the EDPS, which requires all available space in the building that it has been sharing with the Ombudsman since 2012.

Following a market prospection and an ensuing tender procedure, a suitable building was identified by the European Parliament. The budget authority subsequently endorsed the European Ombudsman's building project. The move to the new building is expected to take place towards the end of the first semester of 2021.

Finally, in 2020, the Office adopted a new organisational structure and started implementing it with the creation of an Inquiries Directorate. The implementation in the administrative areas is due to be completed in 2021.

2.5 Supporting processes

2.5.1 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 and key performance indicators), audits and various reports to supervisory bodies.

Information management related to the objective of ensuring consistent and rigorous assessments in the Ombudsman's case handling is supervised by the Inquiries Director and the Ombudsman's Cabinet.

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 also the responsibility of the Personnel, Administration and Budget Unit.

The Ombudsman's Data Protection Officers (DPO) and the Transparency Officers report to the Secretary-General in relation to their functions.

In November 2020, the EDPS issued recommendations to the Ombudsman following its 2019 inspection covering the Ombudsman's complaints handling. Actions to start implementing these recommendations have begun in early 2021.

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

2.5.2. ICT

One of the main ICT activities in 2020 was to facilitate the business continuity of all areas of work of the office in the context of the COVID-19 pandemic. This involved ensuring smooth and effective transition to remote work for all staff, including by providing equipment and support, interacting with other institutions, and implementing new solutions for online meetings and conferences.

Further ICT activities in 2020 included the planning of new equipment in view of the relocation of the Ombudsman's Brussels office, the provision of mobile devices for all staff and the maintenance and development of internal tools such as the Case Management System and the Recruitment System as well as of the European Ombudsman's website, extranet and intranet.



The Office's ICT sector collaborates closely with the European Parliament and the European Commission for the integration and maintenance of all EU corporate tools used by the European Ombudsman and for the use of Inter-institutional IT framework contracts.

2.5.3 Human Resources and Administration

(i) Ethics and good conduct

The European Ombudsman's Office is committed to the highest ethical standards.

As reported in previous Annual Activity Reports, the Office adopted a number of policies, guidelines and internal measures to prevent potential conflict of interest situations. All staff, including newcomers and departing staff, are informed of their obligations during and after their time in the Ombudsman's office.

Since 2018, the Office's two ethics correspondents serve as a point of information on issues related to ethics and, in particular, harassment, whistleblowing and conflicts of interest. Along with the administration, they assist staff members in finding solutions to potential problems, identifying the best reporting channel and the relevant procedure. They also play an important role in familiarizing new staff and trainees with the Office's ethical standards.

In line with the Ombudsman's zero-tolerance approach to harassment, raising staff awareness on harassment matters is a priority for the Office. Building on work done in previous years, the office published on its intranet its Guidelines for implementing the EO office's anti-harassment policy.

Due to the Covid-19 crisis, the Office redesigned its collective training programme to address newly emerging needs. In 2020, the Office prioritised training aimed at enhancing collaboration in times of full-time telework and supporting staff and managers in balancing professional and private life obligations, also by offering tailor made support to staff members under stress. The Office will resume its annual training for all staff on dignity at work in 2021.

(ii) Work-life balance

The Ombudsman is committed to implement working arrangements that ensure its staff's well-being and, to the extent possible, an optimal balance between professional and private life. Its policies on flexitime, telework and part-time work facilitate staff members' work-life balance. Feedback and take-up suggest that these arrangements are widely appreciated by the staff.

The Office reacted quickly and with maximum flexibility to the challenges posed by the COVID-19 pandemic. Following national rules and in coordination with the other EU institutions, the office adapted its working patterns to protect its staff and public health. Therefore, 100% telework became the 'new normal'; a more flexible approach to working hours and telework away from the workplace were introduced to accommodate staff; when allowed, return to the office was on a voluntary basis only and under strict conditions to ensure low overall presence and compliance with safety measures.

To support staff in this exceptional situation, the office provided technical infrastructure (IT equipment & furniture upon request), organised training and coaching sessions, and took a number of other initiatives to ensure the well-being of staff (virtual coffee breaks, lunch sessions, collaboration with the EP's medical service for offering psychological support etc.). It has become clear that past working patterns will change permanently as a result of the COVID-



19 pandemic. The Office will review its policies on telework and flexible working arrangements to make sure that they incorporate the lessons learned and the best practices that have emerged.

(iii) Recruitments

The Office has a highly qualified and multilingual staff that can deal directly with complaints about maladministration in almost all official EU languages. Its recruitment policy follows the general principles and employment conditions of the EU institutions.

In 2020, the Office recruited 15 employees: 1 official (a former Head of Unit who became Director following a selection procedure under Article 29.2 of the SR), 10 temporary staff, and 4 contract staff. All planned recruitments were carried out without delay with virtual on-boarding throughout the pandemic.

Despite the COVID-19 pandemic, the Office also welcomed 13 trainees in 2020. To ensure the best possible traineeship conditions, it slightly reduced and staggered the new arrivals and organised only one rather than two annual selections.

(iv) Efficiency gains due to the reorganisation and reallocation of tasks

In 2020, the Office started implementing a major reorganisation, which will be completed in 2021. In September, a Directorate of Inquiries was created to further enhance efficiency and consistency in case handling. The expected efficiency gains will become visible and measurable in 2021.

An aspect of the reorganisation concerned the involvement of assistants in the handling of complaints outside the Ombudsman's mandate (OMCs). This became possible due to the Office's policy to use corporate solutions to reduce the workload in several administrative fields. This policy decision bore fruits: in 2020, assistants handled 22% of all outside the mandate complaints received thus freeing time for case handlers to focus on inquiries.

(v) Use of corporate tools

The transfer of the management of individual rights to PMO was successfully completed in 2020. Additionally, the office started introducing three other SYSPER modules: (i) the NDP (Nouveau Dossier Personnel) for the management of personal files; (ii) the JIS (Job Information System) for creating job descriptions for all posts; and (iii) the DOC-Engine module for the automatic creation of certificates and documents. All three projects will be completed in 2021 and are expected to further free resources currently allocated to administrative tasks.

(vi) Efforts to reduce the environmental footprint

The European Ombudsman rents office space in buildings of the European Parliament and uses the infrastructure, including the IT infrastructure and canteens of the European Parliament. To a large extent, the Ombudsman's environmental management is therefore directly linked to, and benefits from, the efforts made by Parliament in this area.

The Office actively promotes digitalisation to reduce the use of paper and facilitate the exchange and storage of documents; it extensively uses the video conference systems available in the two places of work to avoid missions; and it encourages the use of public transportation by providing financial support for yearly subscriptions and by limiting available car parking



spaces. The COVID-19 crisis gave a great boost to the office's efforts as it largely imposed paperless work and drastically limited commuting to work and travelling for professional reasons.

2.5.4 Budget and Finance

(i) Implementation of the 2020 budget

The appropriations available in the Ombudsman's budget for 2020 amounted to EUR 12 348 231 and included 69 establishment plan posts. Title 1 (Expenditure relating to persons working for the institution) amounted to EUR 10 050 131. Title 2 (Buildings, equipment and miscellaneous operating expenditure) amounted to EUR 1 899 200. Title 3 (Expenditure resulting from special functions carried out by the institution) amounted to EUR 398 900.

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

The following table shows expenditure in 2020 in terms of appropriations committed and paid (in Euros).

Title	Initial budget 2020	Final budget 2020²	Committed	Paid
Title 1	10 050 131	8 901 631	8 494 964.15	8 431 692.83
Title 2	1 899 200	3 247 700	3 163 342.03	3 019 143.76
Title 3	398 900	198 900	61 357.53	52 931.47
Total	12 348 231	12 348 231	11 719 663.71	11 503 768.06

The implementation rate (including appropriations carried over from 2020 to 2021) is 94.9% (compared to 92.3% in 2019). Of the total appropriations, 93.2% were paid (compared to 89.5% in 2018).

The amount of appropriations carried over from 2020 to 2021 is EUR 215 896, i.e. 1.7% of the 2020 budget (compared to EUR 323 410 carried over from 2019 to 2020, i.e. 2.8% of the 2019 budget).

Furthermore, 74.31% of the appropriations carried over to 2020 from 2019 were used (compared to 90.36 % in 2018).

In the following table, all totals are cumulative.

Indicators	Target 2020	Q1	Q1+Q2	Q1-Q3	2020	(2019)
F1: Percentage of budget implementation	Total : 93 %	92.2 %	87,5 %	87.4%	94.9 %	(92.3 %)
F2: Number of operations paid over the 30-day time limit	Total : 0	1	1	1	3	(3)

² After transfers.



The average time for payment of invoices from private providers of goods and services was 11.90 days (10.80 days in 2019).

(ii) Transfers

During 2020, one modification of the establishment plan and three 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 1 415 700 (11.46 % of the total appropriations for 2020).

(iii) Procurement

Two very low-value contracts not exceeding EUR 15 000 were awarded following procurement procedures launched in 2020.

(iv) The 2021 Estimates

Estimates for the year 2021 were sent to the Commission, Parliament and the Council on 27 March 2020.

Total appropriations for 2021 are EUR 12 501 836, which represents an increase of EUR 153 605 or 1.24 % compared to the budget for 2020. Title 1 (Expenditure relating to persons working with the institution) amounts to EUR 9 844 136. Title 2 (Buildings, equipment and miscellaneous operating expenditure) amounts to EUR 2 296 300. Title 3 (Expenditure resulting from general functions carried out by the institution) amounts to EUR 361 400.



(v) Detailed list of the Ombudsman's missions in 2020 (as published on website)

Start date	End date	Destination	Purpose	Accompanying Persons	Daily Allowances*	Accommodation	Transport	TOTAL
12/01/2020	13/01/2020	Brussels	Meetings and events	None	€0,00	€194,24	€204,00	€398,24
20/01/2020	23/01/2020	Brussels	Meetings and events	None	€0,00	€478,74	€473,00	€951,74
27/01/2020	30/01/2020	Brussels	Meetings and events	None	€0,00	€582,72	€216,49	€799,21
04/02/2020	07/02/2020	Brussels	Meetings and events	None	€0,00	€557,73	€491,48	€1.049,21
12/02/2020	13/02/2020	Luxembourg	Oath Ceremony at ECJ and Meeting with ECA Member	Head of Cabinet, Secretary General, Policy Assistant, Personal Assistant	€122,19	€265,00	€23,00	€410,19
17/02/2020	21/02/2020	Brussels	Meetings and events	None	€0,00	€435,30	€492,00	€927,30
09/03/2020	12/03/2020	Brussels	Meetings and events	None	€0,00	€650,01	€179,99	€830,00
29/09/2020	01/10/2020	Brussels	Meetings and events	None	€0,00	€373,80	€0,00	€373,80
13/10/2020	15/10/2020	Brussels	Meetings and events	None	€0,00	€372,48	€0,00	€372,48
					TOTAL DAILY ALLOWANCE	TOTAL HOTEL	TOTAL TRANSPORT	TOTAL
					€122,19	€3.910,02	€2.079,96	€6.112,17

* The Ombudsman does not accept the daily allowance when on mission in Brussels or in Dublin



3. Efficiency, economy and internal control measures

3.1 Efficiency and economy

Whenever possible, the Office seeks to make savings to ensure that the budgetary resources are used in the most economical and efficient way while ensuring effective implementation of the work programme and of additional needs identified for the year. In 2020, compared to 2019, the Ombudsman managed to make savings amounting to EUR 236 000. Costs were cut, namely, by 44% on the appropriations for meetings (from EUR 117.000 to EUR 65.000) and by 4% on those for missions (from EUR 165.000 to EUR 158.000).

The 2021 budget, prepared in 2020, makes thorough reductions for an overall amount of EUR 331.272 in discretionary expenditure under Titles I, II and III of the Ombudsman's budget. In spite of the significant increase of appropriations under Title II due to the increase of the budget line 2000 'Buildings' (+28% compared to 2020), the overall increase is limited to 1.2% compared to 2020.

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

Title I	Budget 2020	APB 2021	+/- in €/2020	+/- in %/2020
A-1 0 0 Salaries, allowances and payments related to salaries	441.847	436.865	-4.982	-1.12%
A-1 4 0 0 Other staff	545.000	321.527	223.473	-41,00%
A- 1 6 5 0 European School	210.000	179.083	- 30.917	-14,72%
Total A-1	1.196.847	937.475	-259.372	-21.67%

Title II	Budget 2020	APB 2020	+/- in €/2020	+/- in %/2020
A-2 1 6 0 Vehicles	18.000	15.000	-3.000	-16.67%
A-2 3 0 0 Stationary, office supplies and miscellaneous	8.000	7.000	-1.000	-12.5%
A- 2 3 2 0 Support for activities	180.000	154.600	25.400	-14.11
Total A-2	206.000	176.600	-29.400	-14.27%

Title III	Budget 2021	APB 2020	+/- in €/2020	+/- in %/2020
A-3 0 0 Staff mission expenses	158.000	135.000	-23.000	-14.56%
A- 30 2 Reception and representation expenses	2.500	2.000	-500	-20.00%
A- 3 2 1 0 Communication and publicaitons	143.000	124.000	-19.000	-13.29%
Total A-3	303.500	261.000	-42.500	-14.00%



3.2 Management and follow-up of controls

3.2.1 Recommendations from the Internal Auditor in 2020

Internal Audit Report 19/04 - Review of the Institution's processes for staff members evaluation

The audit confirmed that the processes for staff members' evaluation, promotion and reclassification in a higher grade are, in general, working as designed and result in overall compliance with the applicable rules and regulations. Notwithstanding these conclusions, Internal Audit agreed an action plan with the Secretary-General to ensure compliance on a consistent basis. Implementation of this action plan is ongoing.

Internal Audit Report 19/05 - Transversal follow-up of open actions from internal audit reports

The outcome of this transversal follow-up was that Internal Audit was able to close two of the five actions covered by the validation. For the three remaining actions (related to Business Continuity management), while acknowledging the measures already taken, Internal audit considered that completion will require more time.

Internal Audit Report 20/01 - The Internal Auditor's Annual Report for 2019

The Internal Auditor's annual report for 2019 concluded that, subject to closure of the above mentioned actions on Business Continuity management, the Institution's risk management, control and governance systems are effective and efficient and provide reasonable assurance of attaining their control objectives on a consistent basis.

At the time of drafting this report, the Ombudsman and Parliament are finalising an administrative arrangement to guarantee maximum effectiveness and close cooperation in regard to crisis management and business continuity. The signing of this agreement will give effect to one of the Internal Auditor's outstanding recommendations.

3.2.2 Observations from the Court of Auditors

In the framework of the Statement of Assurance audits (SoA) 2019, the Court of Auditors indicated in its annual report that it did not identify any specific issues concerning the European Ombudsman.

3.2.3 Follow-up of recommendations from the Committee on Budgetary Control in the framework of the discharge procedures

(i) 2018 discharge

On 14 May 2020, the European Parliament adopted the discharge decision for the 2018 budget³. The Ombudsman sent its detailed follow-up report to Parliament on 4 August 2020⁴.

Measures to implement recommendations made by Parliament include publication in this Annual Activity Report of information on:

- the Ombudsman's efforts to reduce its environmental footprint (see section 2.5.3 (iv)),
- efficiency gains resulting from the new organisational structure (see section 2.5.3 (vi)), and
- details of the Ombudsman's missions including the costs, purpose and duration (see section 2.5.4(v)).

³ https://www.europarl.europa.eu/doceo/document/TA-9-2020-0086_EN.html

⁴ see: <https://www.europarl.europa.eu/cmsdata/210842/2018-Discharge-Follow-up-Report.pdf.pdf>



(ii) 2019 discharge

At the time of writing this report, the decision on the discharge procedure for the 2019 budget had not been finalised. The Ombudsman will provide its detailed feedback to Parliament in a follow-up report.

3.2.4 Management of the internal control systems

The AMP for 2020 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 1 - Mission Ensure that the EO's mission statement is up-to-date and communicated adequately. Where relevant, update mission statements at the operational level.	The EO's mission statement was reviewed in the context of developing a new Strategy for the 2020-2024 mandate. Staff were consulted and informed.	SG/CAB	COMM/ All
ICS 3 - Staff allocation and mobility Review the organisational structure of the office with a view to strengthening our core activities and encouraging agility and efficiency.	A new organisational structure was adopted and a new directorate for inquiries put in place in September 2020. Implementation in the administrative areas will be completed in 2021.	SG	CAB/PAB
ICS 5 - Objectives and performance indicators Review how the office measures performance and align the key performance indicators to the objectives of the new strategy.	New KPIs were adopted and included in the strategy 'Towards 2024'.	SG	All
ICS 7 - Operational structure Review the sensitive functions of the office and, where appropriate, ensure that effective mitigating measures are in place or mobility is carried out.	This action has been postponed to 2021 and will be carried out once the restructuring of the administrative areas of the office is complete.	SG	PAB
ICS 10 - Business continuity Ensure that business continuity is taken into account and the interests of the Ombudsman addressed in the institution's cooperation with other institutions and contractors. Review and test alternative procedures and ensure adequate information and training of staff.	The EO and EP are finalising an administrative arrangement to guarantee maximum effectiveness and close cooperation in regard to crisis management and business continuity in matters such as security, buildings, medical service and ICT. Adoption of the agreement is expected in early 2021. The internal procedures will be reviewed once the agreement has been adopted.	SG	PAB



3.2.5 Management of risks

Following the annual risk assessment exercise, no unmitigated risk has been identified by the management that could have a significant impact on assurance on the achievement of the internal control objectives.

3.3 Control results

This section reports on and assesses the elements identified by management which support the assurance on the achievement of the internal control objectives⁵.

3.3.1 Effectiveness: the control results and benefits

The Ombudsman's Office uses internal control processes to ensure adequate management of the risks relating to the legality and regularity of the underlying transactions it is responsible for, taking into account the nature of the payments concerned.

The control objective is considered to be achieved if (a) no significant internal control weaknesses were reported/detected; (b) no significant and/or repetitive errors occurred.

The table below shows the indicators which were put in place to monitor the effectiveness of controls for financial operations: (i) number and percentage of errors prevented (*ex-ante* control)⁶ (ii) number of errors corrected (*ex-post* control) and (iii) number of errors prevented for procurement procedures. The evolution of these indicators should be analysed over time.

Type of controls	Indicator	2018	2019	2020
<i>Ex-ante</i> and <i>ex-post</i> controls on financial operations and procurement procedures	Number of errors prevented (<i>ex-ante</i>)	103	85	18
	% of errors (<i>ex-ante</i>)	8.85%	8%	3.24%
	Number of errors corrected (<i>ex-post</i>)	0	0	0
	Number of errors prevented in procurement procedures (<i>ex-ante</i>)	0	0	0

Ex-ante controls are performed on 100% of payments, in order to detect and correct any procedural errors with or without financial impact. Errors detected were of a technical nature (encoding errors in ABAC, missing supporting documents) and were corrected before the payment was made. This confirms the strong deterrence effect that *ex-ante* controls have on financial transactions.

The *ex-ante* controls in the procurement procedures carried out in 2020 did not reveal any mistakes of a substantial nature but rather clerical ones, such as typos or missing documents in the invitation letters to contractors.

Ex-post controls in 2020 resulted in no financial errors detected. Three non-financial errors were found. In one case, the *ex-ante* verifier did not sign the checklist. The impact of the error was limited because the value of the transaction was very low. In two cases related to procurement procedures, the *ex-post* controller suggested that, for the sake of clarity, it would

⁵ Art 36.2 FR: a) effectiveness, efficiency and economy of operations; b) reliability of reporting; c) safeguarding of assets and information; d) prevention, detection, correction and follow-up of fraud and irregularities; and e) adequate management of risks relating to the legality and regularity of underlying transactions.

⁶ Number of errors prevented divided by the number of authorised payments.



be better to indicate a precise deadline (date and time) in the invitation to tender. The ex-post controller also recommended that the specifications include clear, relevant and proportionate selection criteria. In both cases, the impact of the error was limited because the procedure involved only one candidate.

The analysis of the registry of overrides and non-compliance events in 2020 revealed five non-compliance events. Two reports were related to commitments de-committed too quickly when invoices still had to be paid. The three other reports were related to requests for reimbursement of costs which were not covered by prior budgetary commitments. The finance sector continues to make staff members aware of the importance of financial procedures, namely to ensure availability of the budget before making an expense.

In conclusion, the analysis of the available control results and the assessment of the weaknesses identified has not unveiled any significant weakness which could have a material impact as regards the legality and regularity of the financial operations. It is possible to conclude, therefore, that the control objective as regards legality and regularity has been achieved.

In 2020 and over the past years, the implementation of ex-ante and ex-post controls has not resulted in any financial correction/recovery order after payment. This is because no financial error was detected and administrative errors were corrected before payments were made. These results are expected to continue, resulting in no estimated future financial corrections (0%).

Benefits of these controls have also been identified. 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 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.

3.3.2 Efficiency: time indicators and other efficiency indicators

The principle of efficiency concerns the best relationship between resources employed and results achieved.

During 2020, a total of 537 payments amounting to EUR 11.74 million were made. Out of these, 99.4% were executed on time, with an average payment time of 11.9 days, thus significantly below the maximum of 30 days allowed.

There are still areas to be improved such as the review of procurement procedures, updating the checklists and implementing the e-invoicing module.



3.3.3 Economy: the costs of controls

The principle of economy requires that the resources used by the institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price.

Costs of controls mostly consist in staff costs. As the table below shows, the total cost of controls related to the European Ombudsman's expenditure amounts to EUR 51 174 and represents 0.44% of the payments made in 2020 (0.45% in 2019 and 0.63% in 2018).

Title of Relevant Control System (RCS)	Ex-ante controls				Ex-post controls				Total	
		(a)	(b)	(c)		(d)	(e)	(f)	(g)	(h)
	Full time equivalent	Total costs (in EUR)	Funds managed ⁽¹⁾ (in EUR)	Ratio (%) (a)/(b)	Full time equivalent	Total costs (in EUR)	Total value verified (in EUR)	Ratio (%) (d)/(e)	Total estimated cost of controls (EUR)	Ratio (%) (g)/(b)
Procurement and Administrative expenditure	0,52	47.241	11.744.087	0,40%	2 weeks per year	3.933	1.224.225	0,32%	51.174	0,44%

⁽¹⁾ Funds managed = payments made

3.3.4 Conclusion on the cost-effectiveness of controls

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

The control strategy is considered adequate as, with a reasonable cost of controls, the main objectives have been achieved on time. They provide a reasonable assurance that the European Ombudsman's 2020 budget has been implemented effectively, on time and in compliance with the rules.

3.4 Whistleblowing and investigations by OLAF

There were no recommendations from OLAF in 2020. The European Ombudsman referred one report to OLAF in 2020, which has no impact on the declaration of assurance.



4. Declarations of the Authorising Officers by Delegation

4.1 Declaration of the Authorising Officer by Delegation

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, 24 March 2021

[signed]

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



4.2 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, 24 March 2021

[signed]

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 2020

Annex 4: The European Ombudsman's draft Annual Report for 2020

Annex 5: *Putting it Right? How the institutions responded to the Ombudsman in 2019*



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.

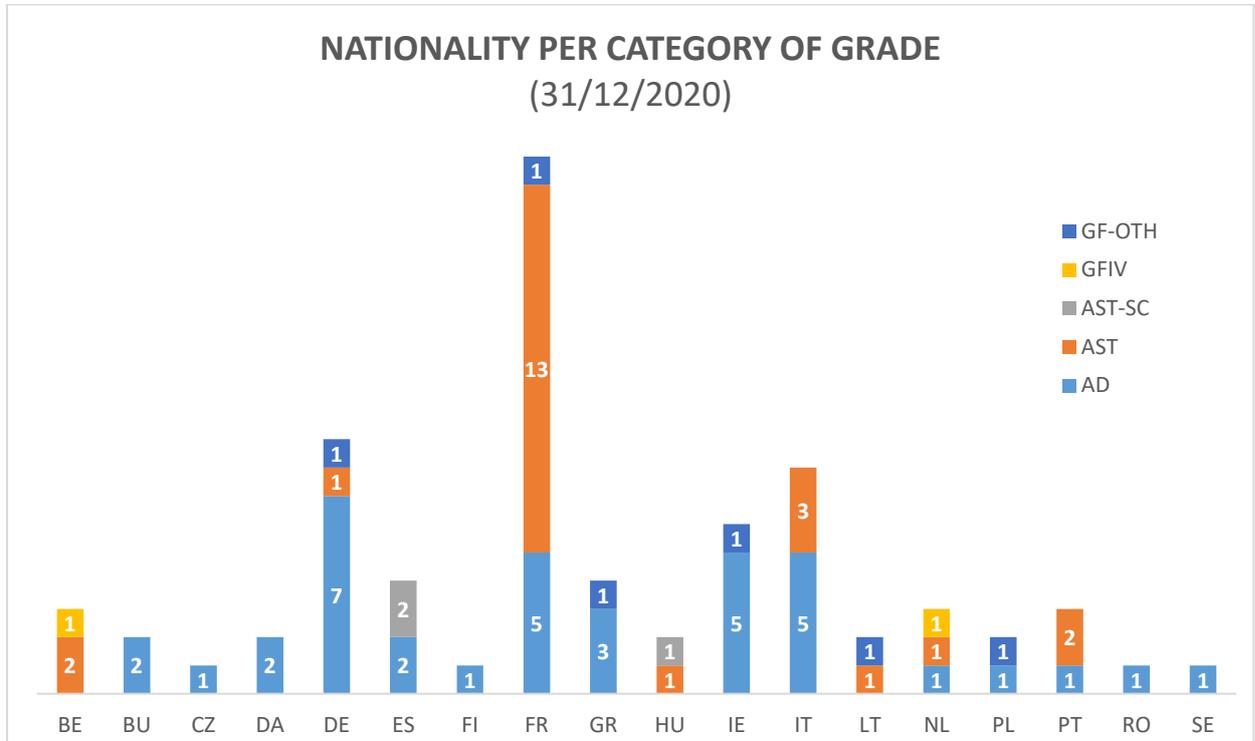
In December 2020, the categorisation of jobs in the Ombudsman's Office resulted in the following figures.

Job-Type category	Year N (%)	Year N-1 (%)	Year N-2 (%)
Administrative support and coordination	28	29.6	29.1
Operational	65.5	63.3	64.4
Neutral	6.5	7.1	6.5

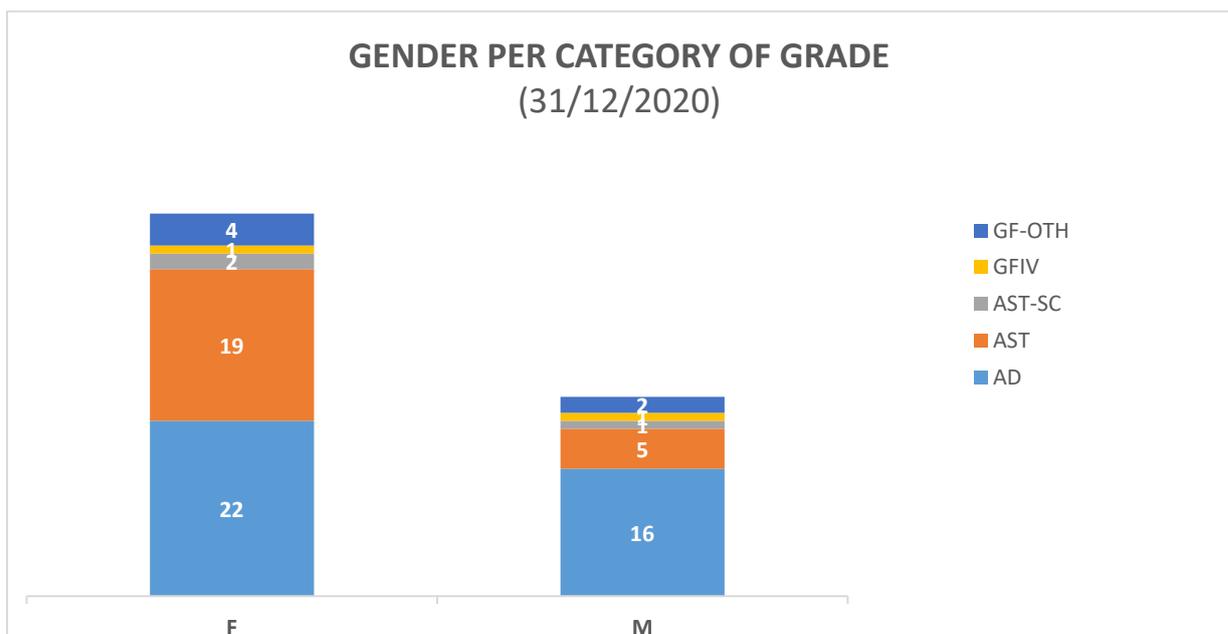
Graphs 1, 2 and 3 below show the breakdown of the various categories of staff respectively by nationality, category of grade and gender.



Graph 1 - Nationality per category of grade: snapshot on 31 December 2020

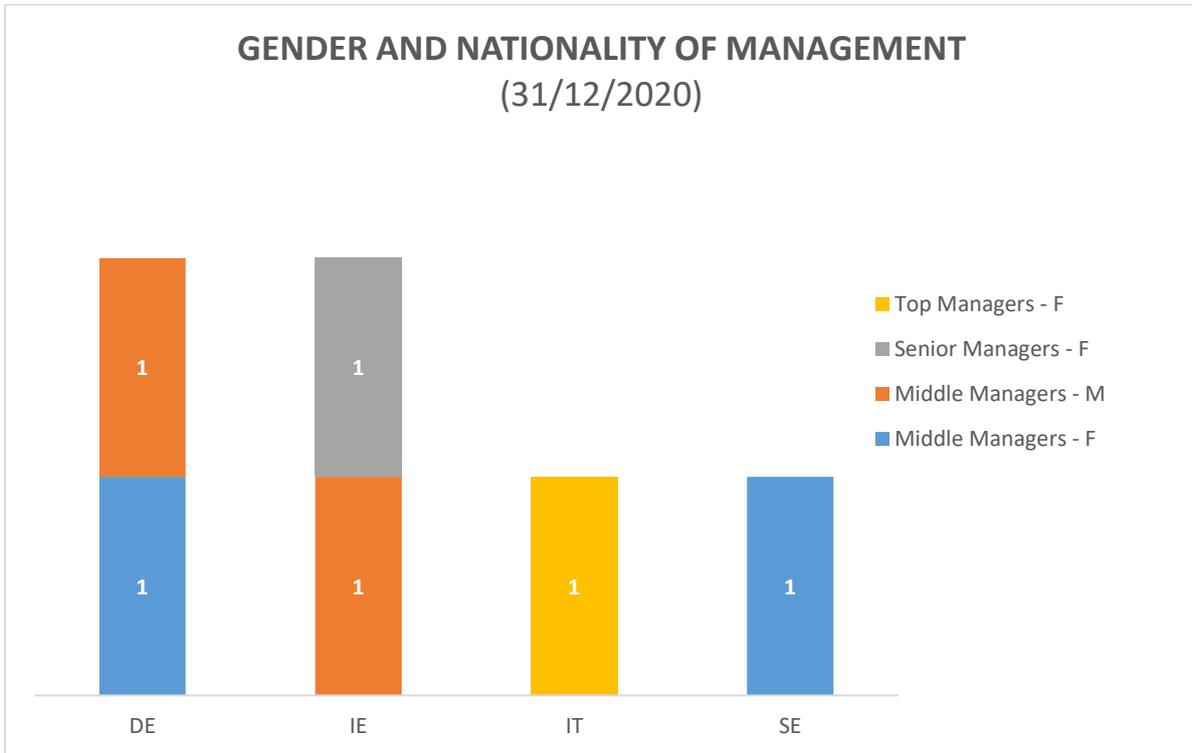


Graph 2 - Gender per category of grade: snapshot on 31 December 2020





Graph 3 - Gender and nationality among managers: Snapshot on 31 December 2020

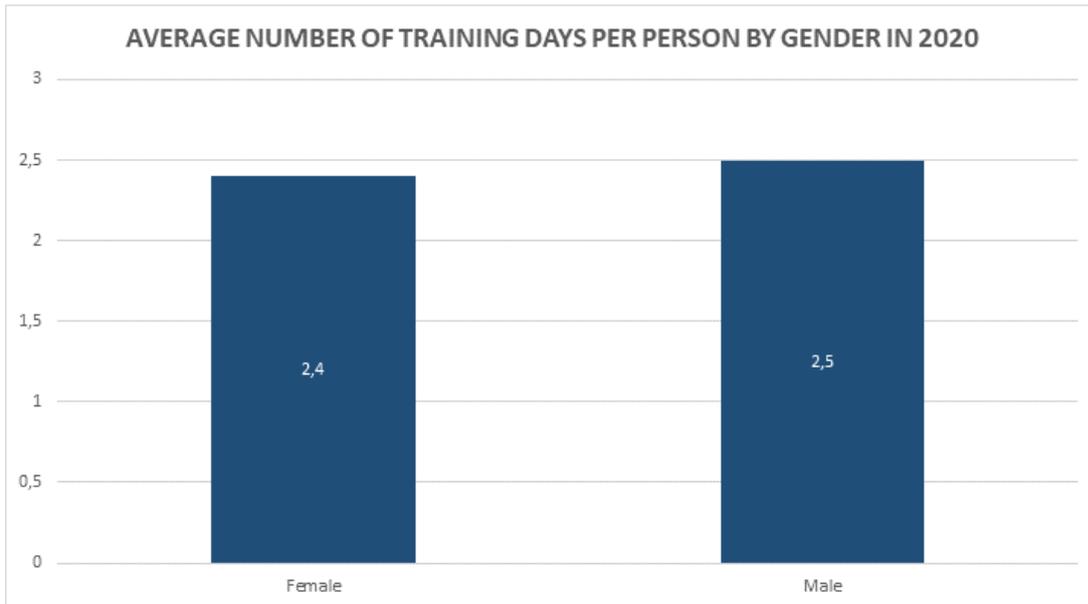




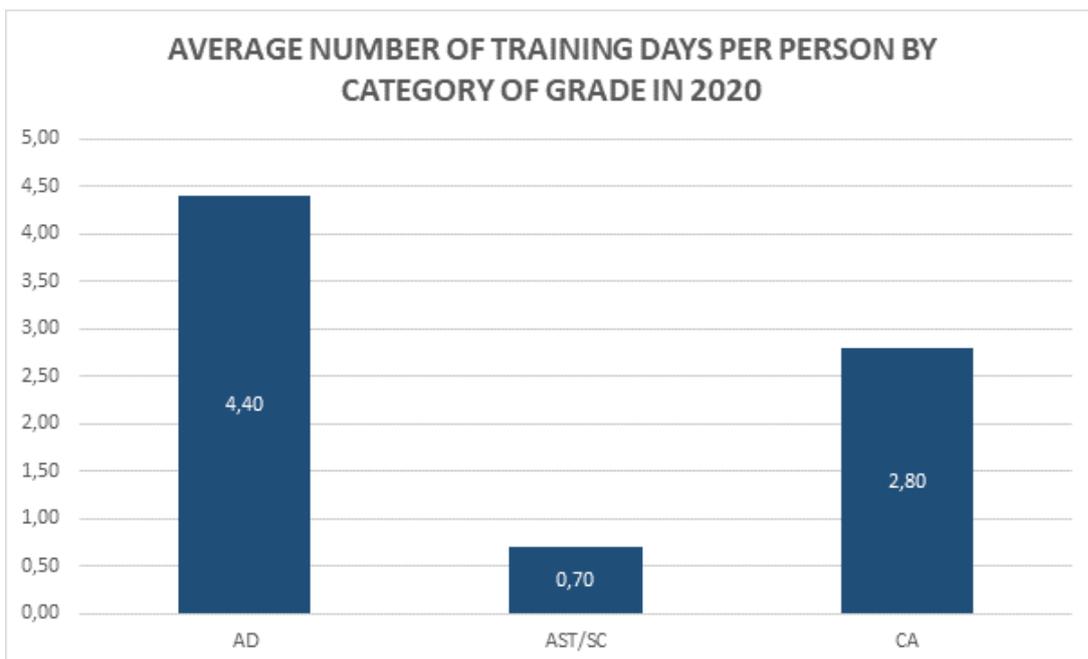
B. Number of days of professional training in 2020

Due to the COVID-19 pandemic, the number of training days was significantly lower than in previous years. The average number of training days per staff member was 2.45, excluding language training. Graphs 4 and 5 below provide the breakdown by gender and by category of grade. Graph 6 below provides a breakdown of staff enrolled in language classes.

Graph 4 - Training days per person (without language training)



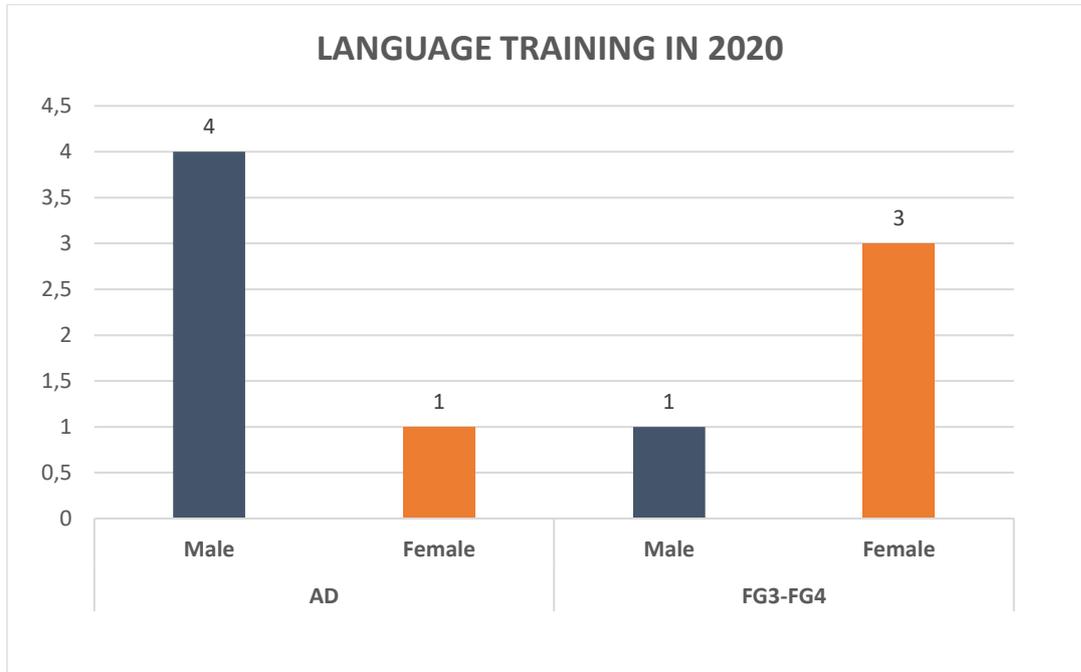
Graph 5- Training days by category of grade (without language training)





Graph 6 - Staff who took language classes by gender and by category of grade

In 2020, a total of 9 staff members were enrolled in language classes.





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 2020

Annex 4: Draft Annual Report 2020 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 2020 will be presented officially to the European Parliament later in 2021. 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 2019

also available on line at: <https://www.ombudsman.europa.eu/en/annual/en/135909>



European Ombudsman

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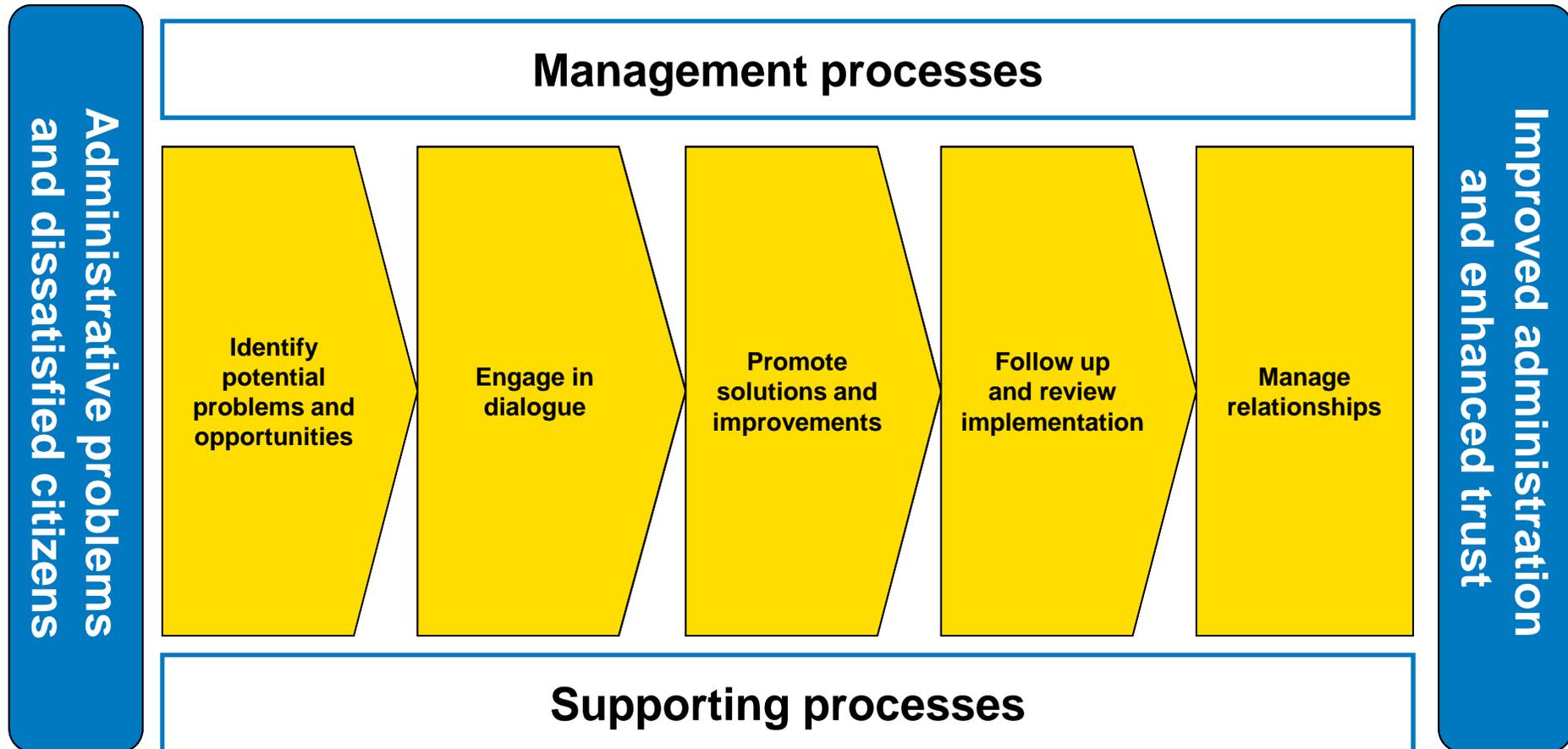
OPERATING FRAMEWORK AND KEY PROCESSES



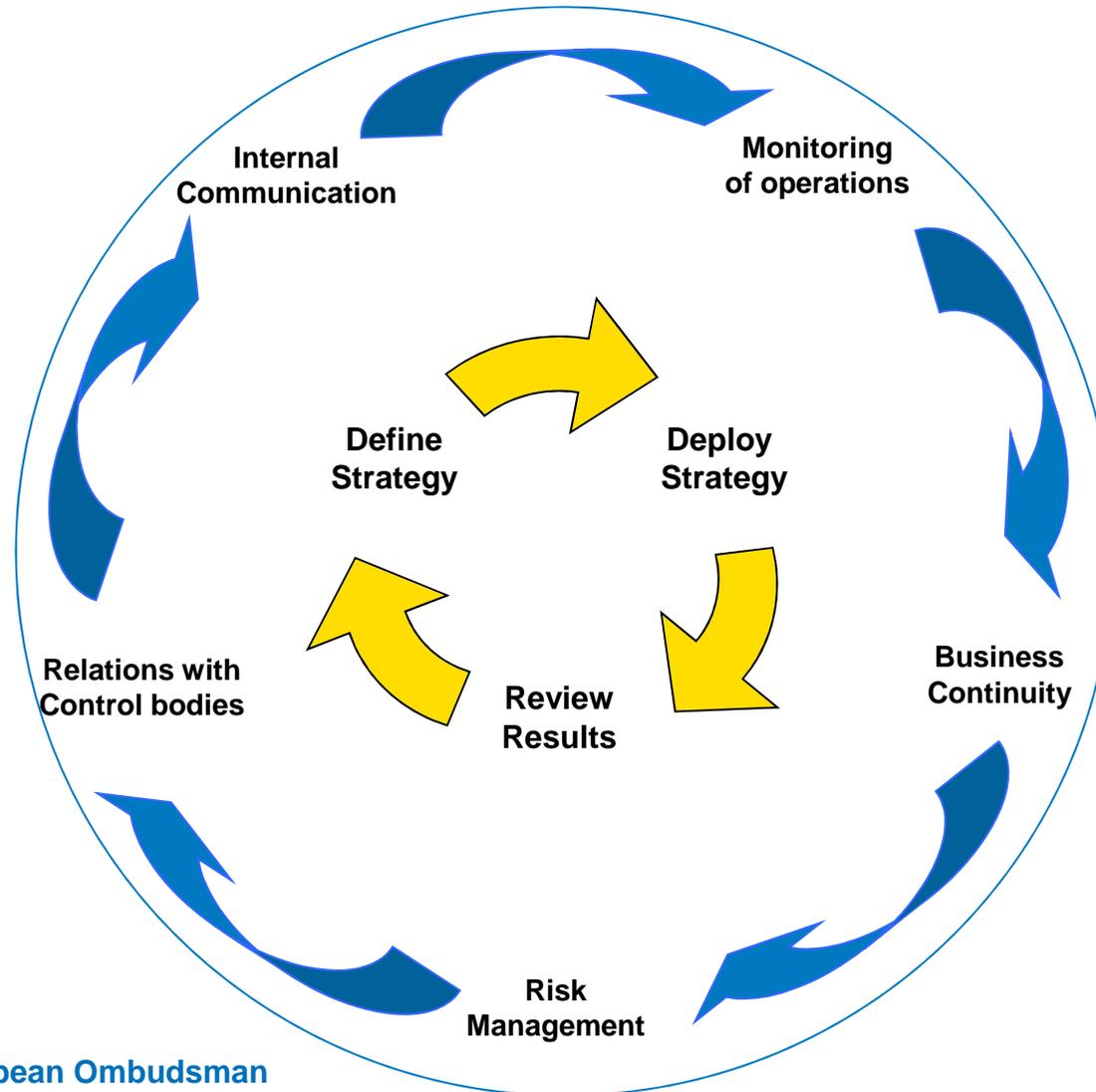
European Ombudsman

V9-January 2021

Operating Framework



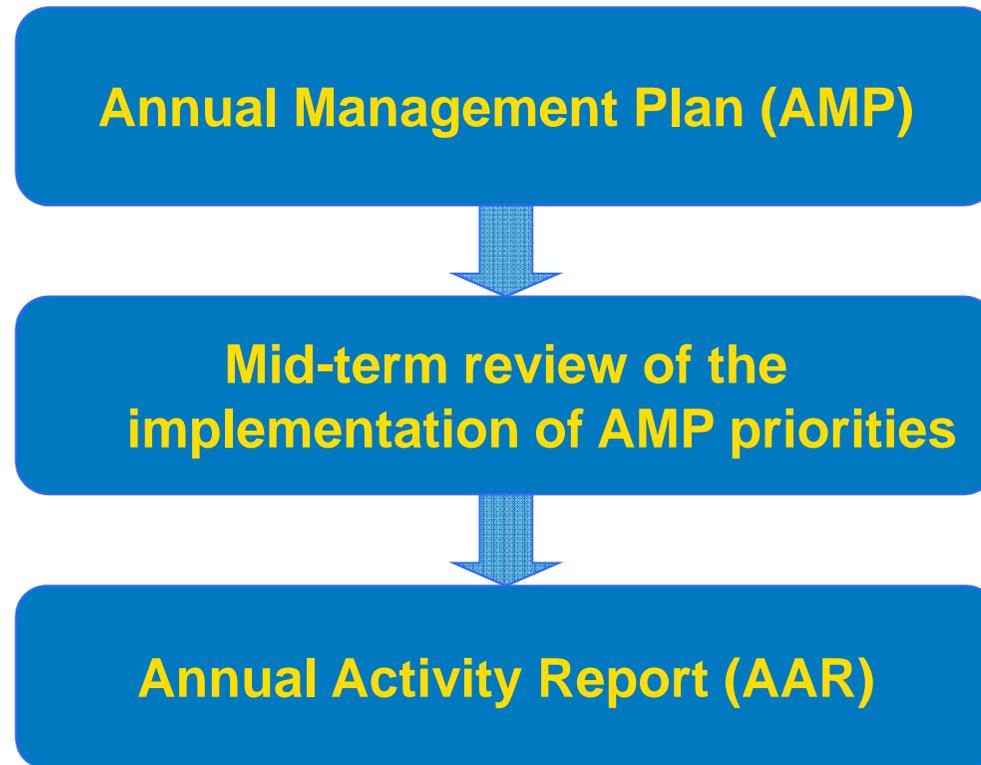
1. Management processes



1.1 Define Strategy



1.2 Deploy Strategy



2. Identify potential problems and opportunities

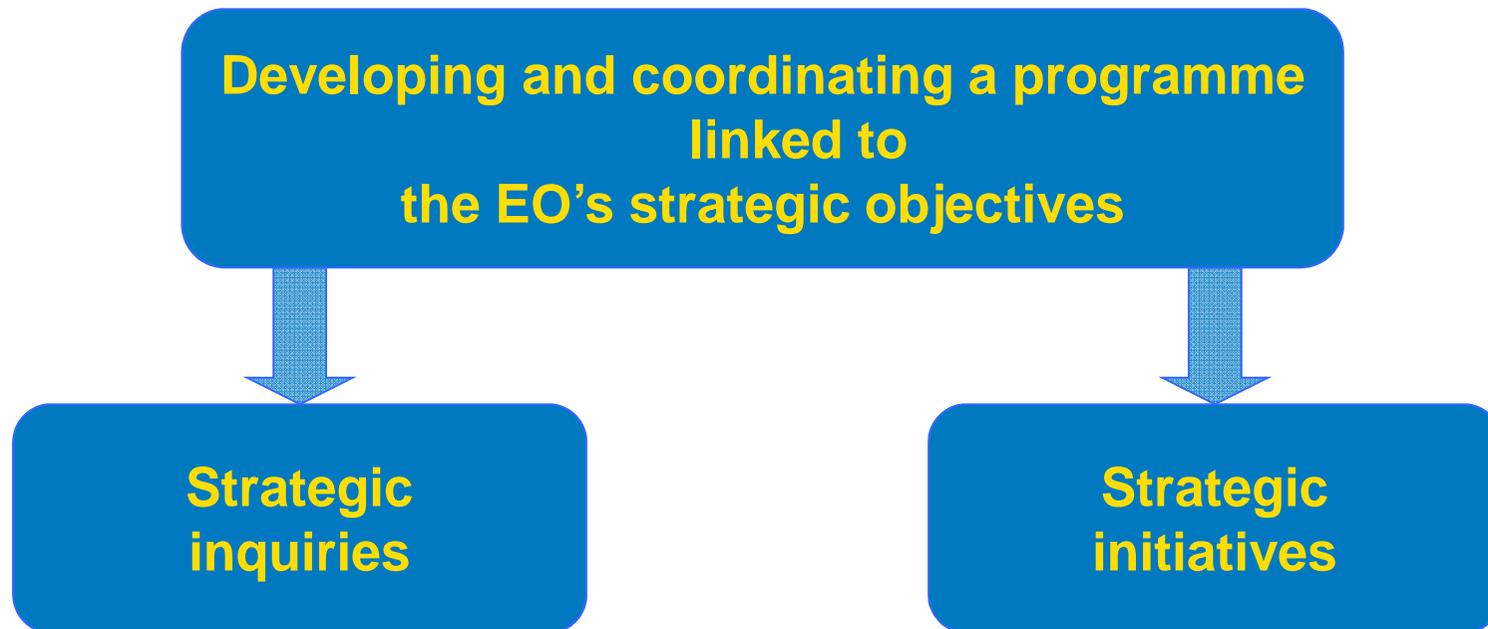
2.1 Proactive identification of systemic issues in the EO's fields of activity

2.2 Complaints

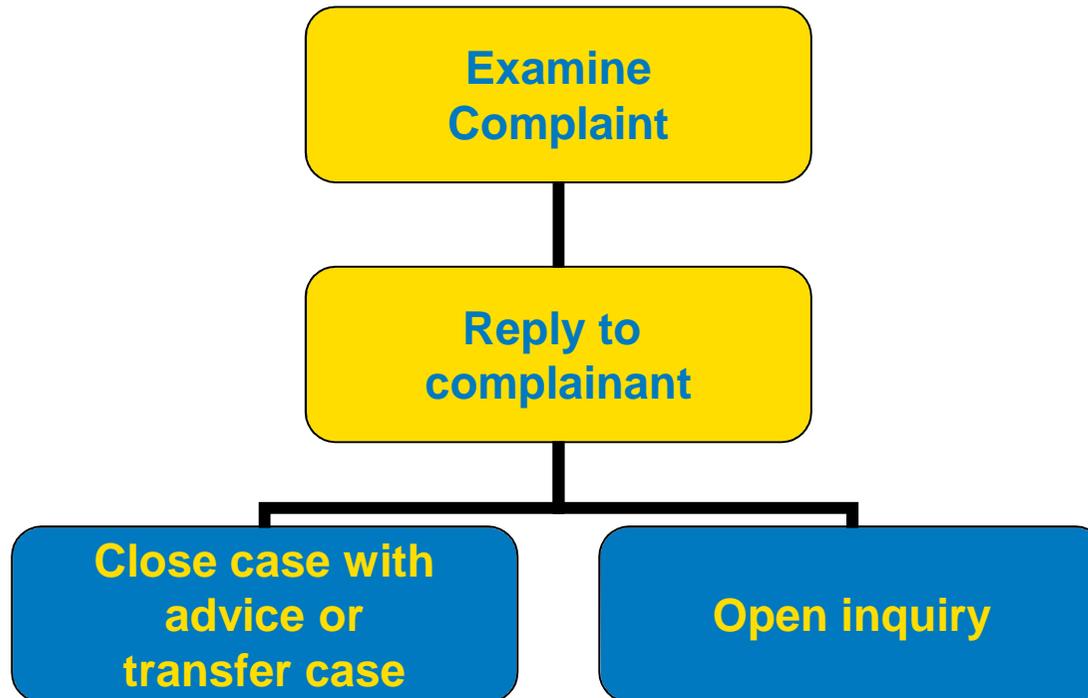
2.3 Other stakeholder input



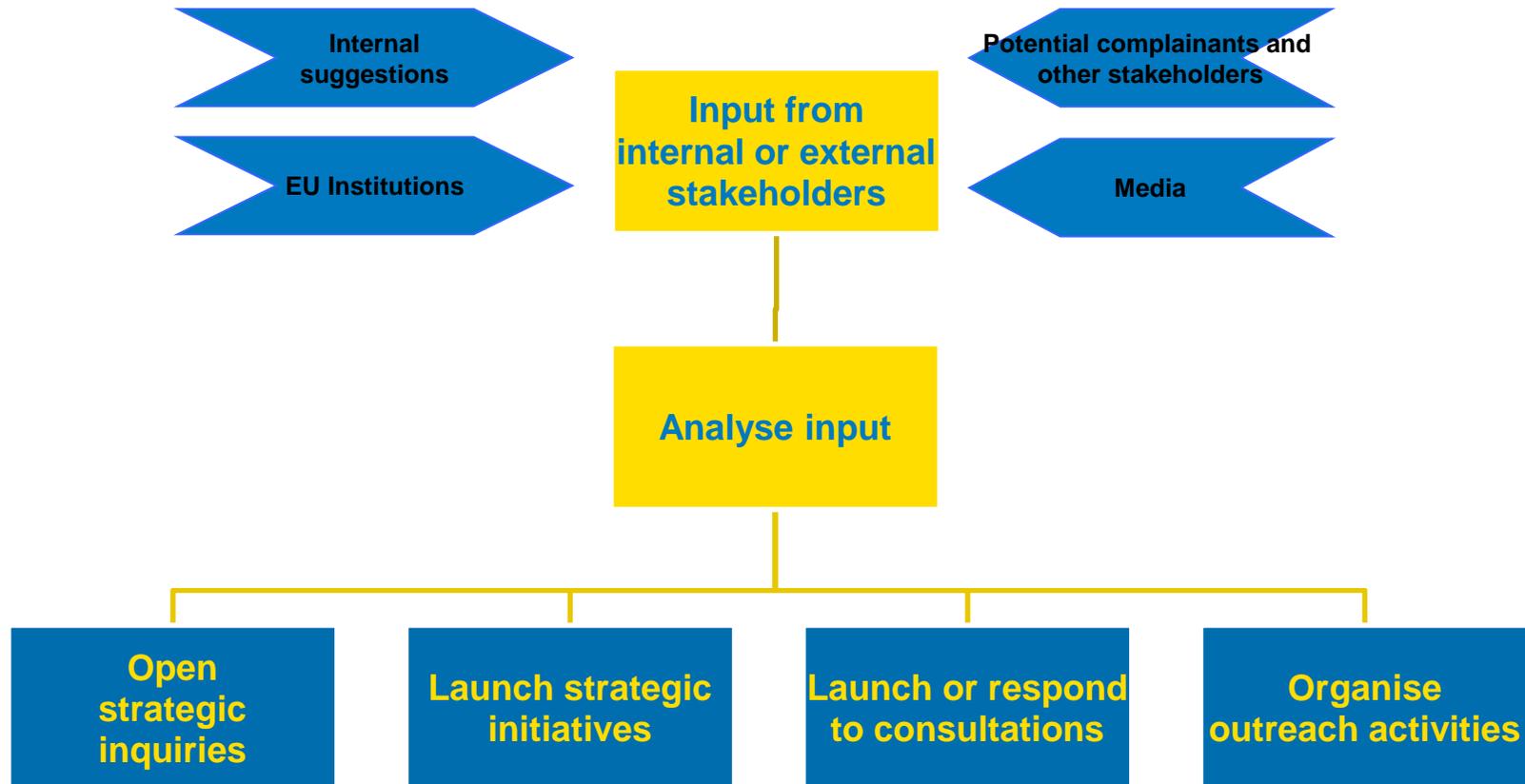
2.1 Proactive identification of systemic issues in the EO's fields of activity



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 of
public importance**

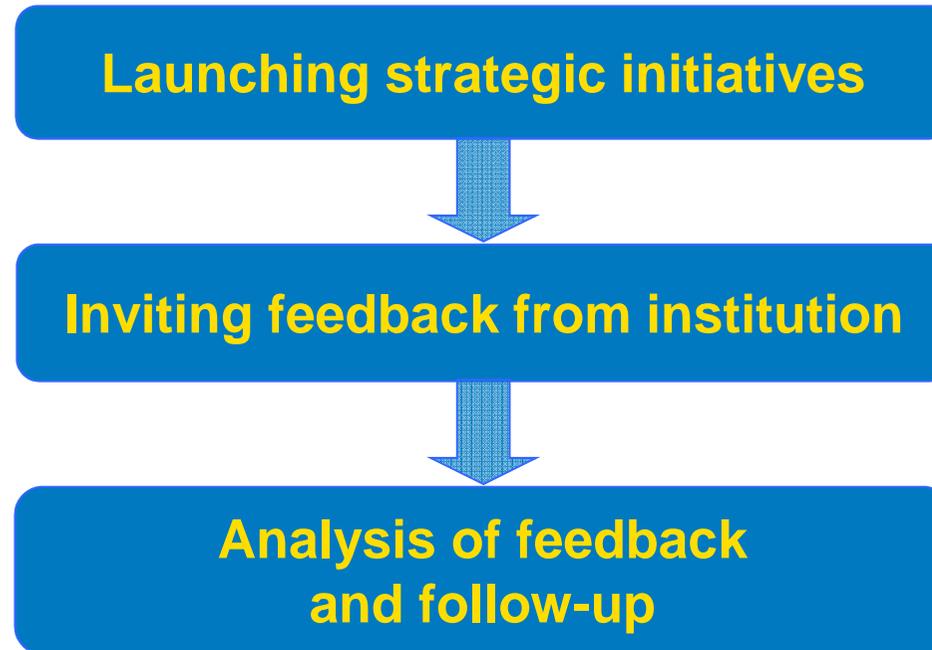
Strategic (own-initiative) inquiries

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**



4.3 Informing and persuading

Publishing recommendations

**Publishing thematic and
guidance papers**

Presentations to target audiences

Press releases and interviews

Organising thematic events



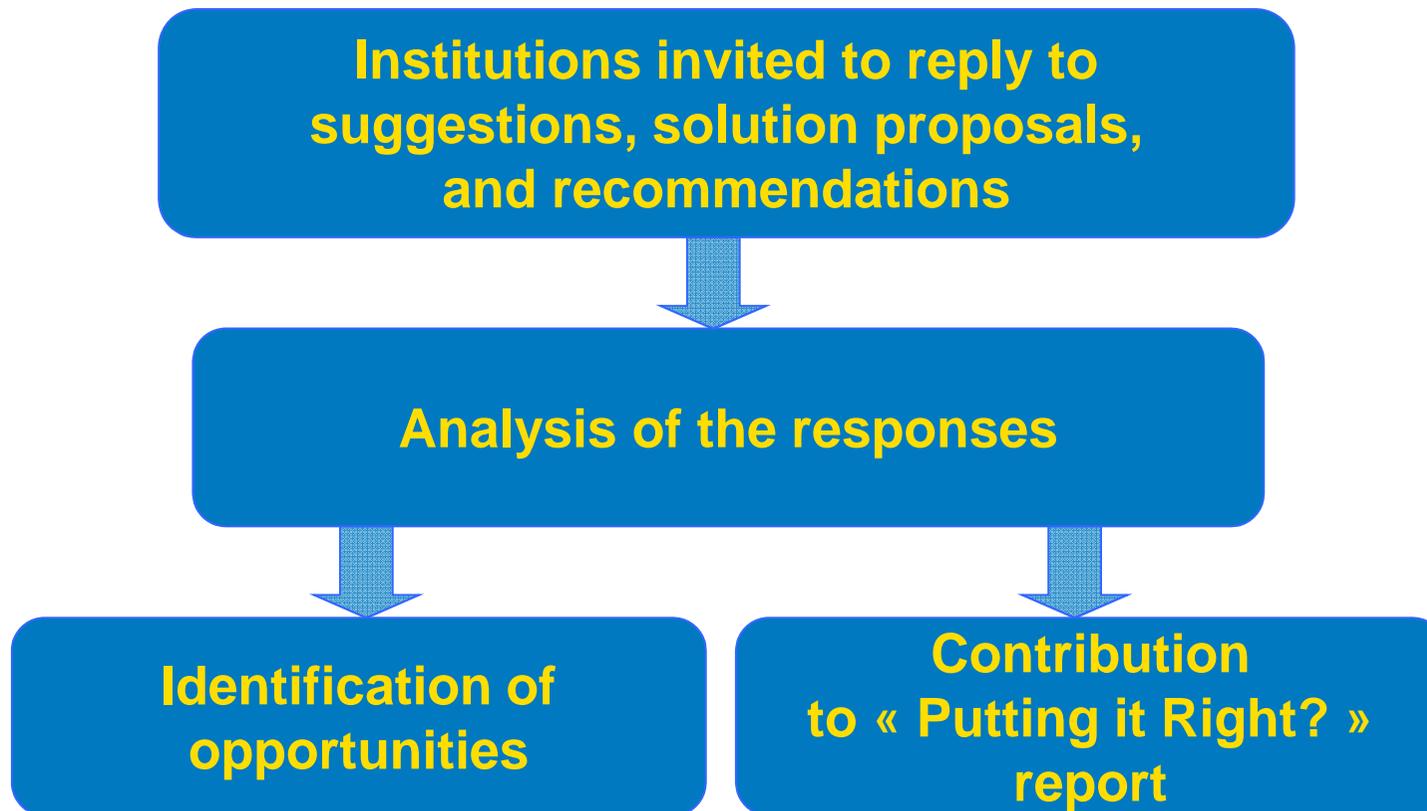
5. Follow-up and review implementation

5.1 Acceptance analysis

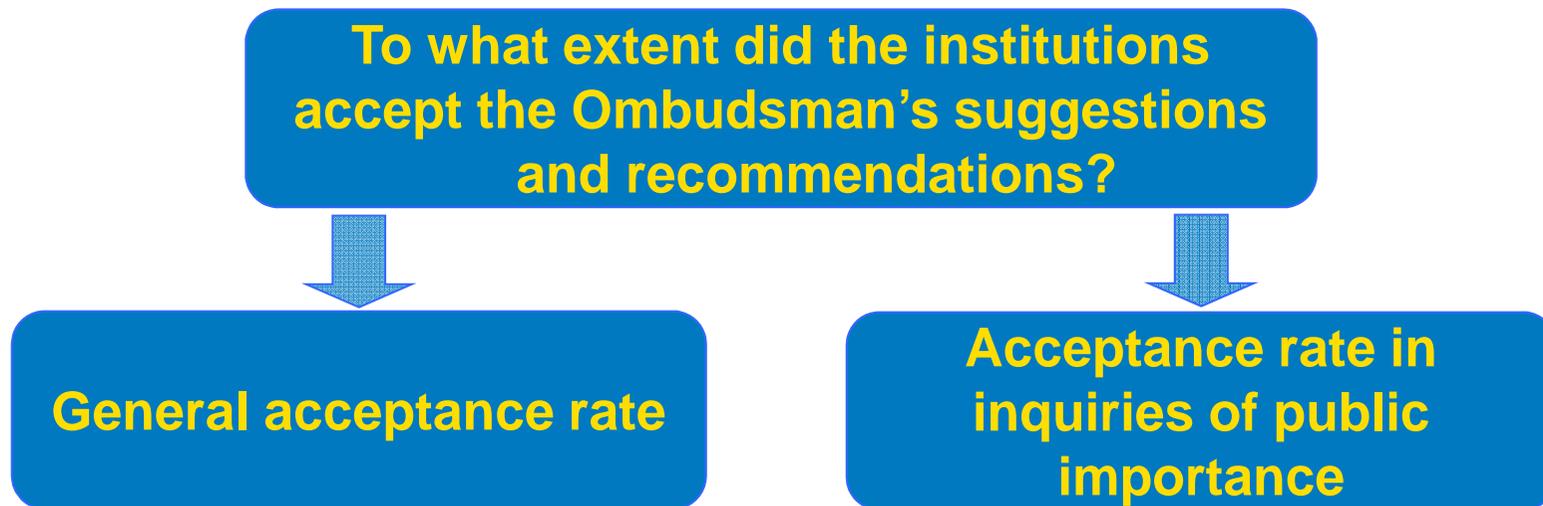
5.2 Acceptance rate



5.1 Acceptance analysis



5.2 Acceptance 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

Dialogue throughout the life of the complaint

Further correspondence

Requests for review

Information on institutions' follow-up



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

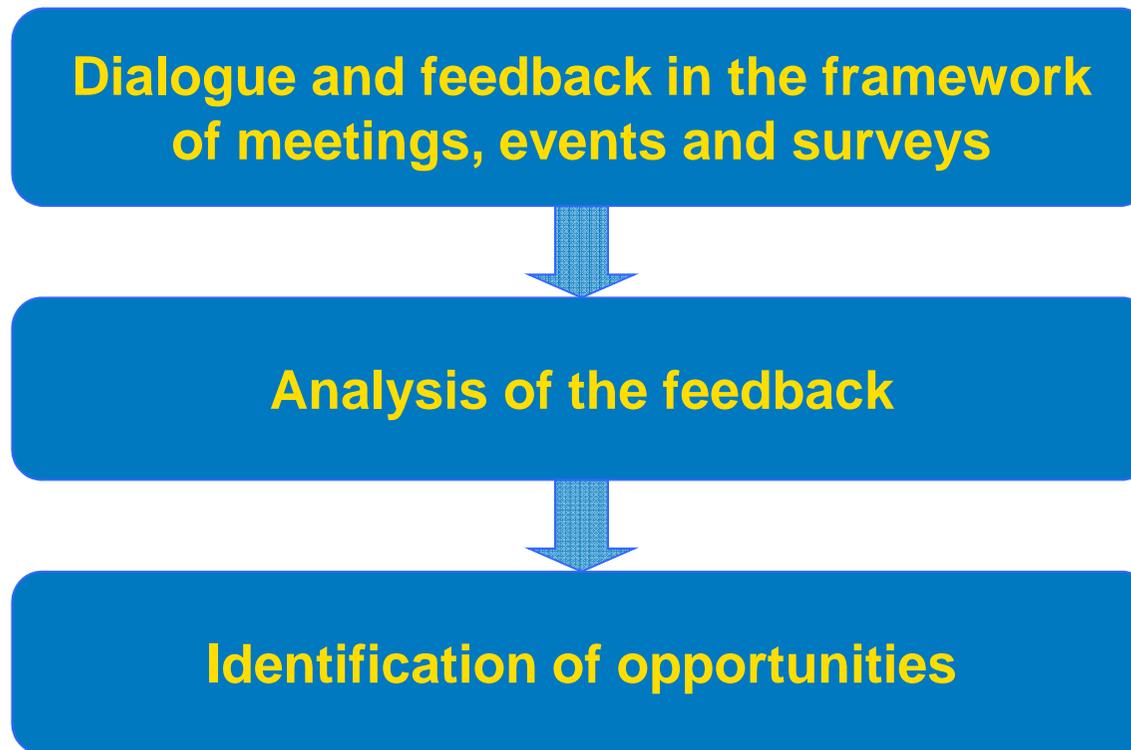
Electronic discussion forum and news service

E-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

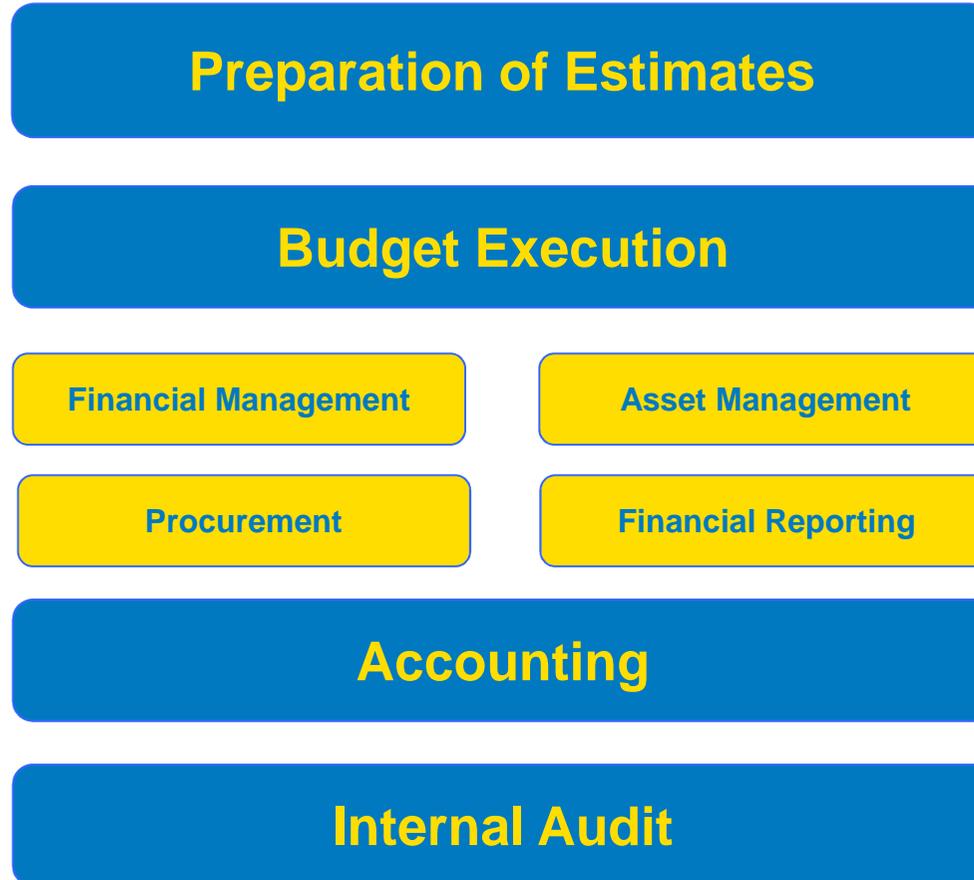
Learning & Development

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

Coordination of priorities and implementation of projects

Management of external procurement

Maintenance and updating of existing systems

Management of hardware, servers and standard applications

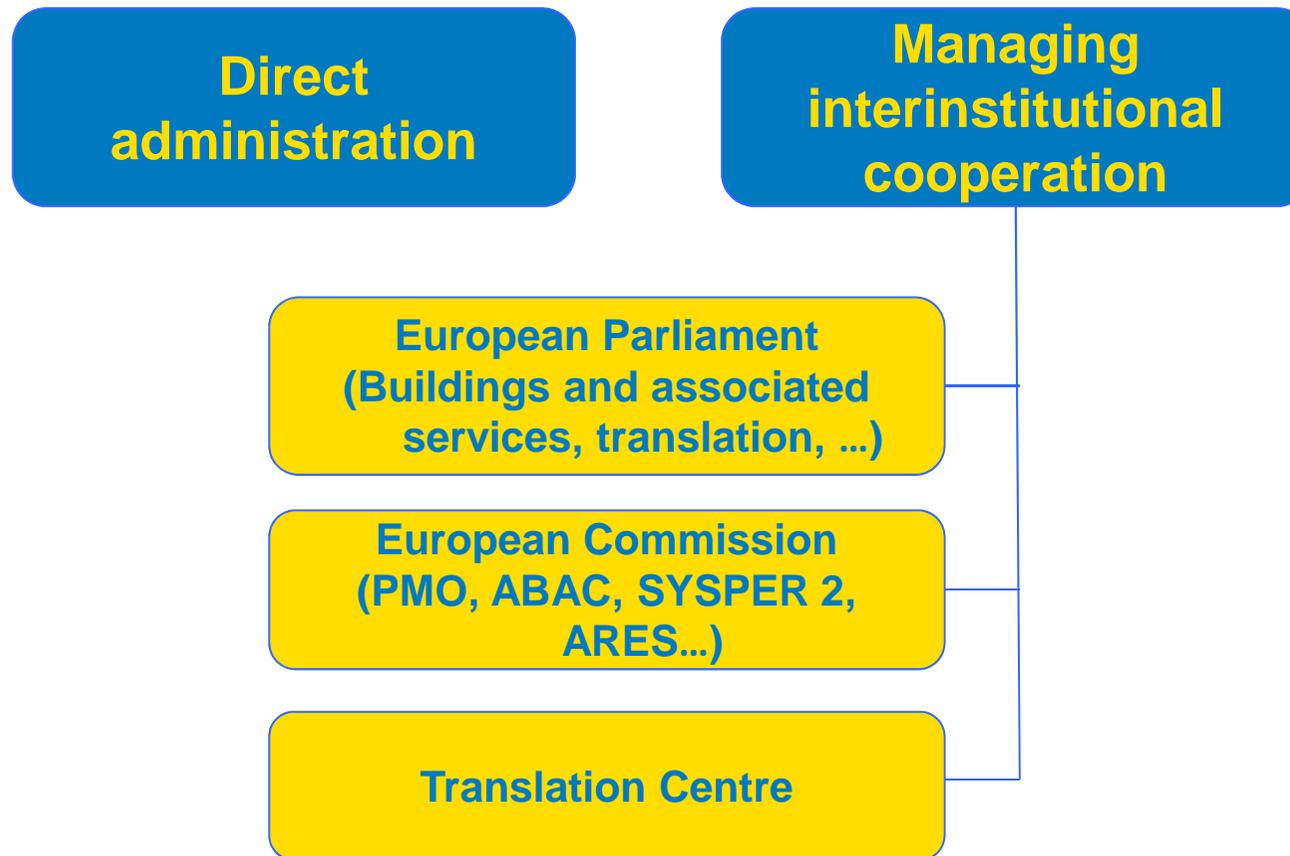
Relations with external service providers

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 2020

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 2020

2 - Exécution budgétaire 2020

2.1 Recettes

2.2 Engagements

2.3 Paiements

2.4 Virements

2.5 Crédits reportés de 2019 à 2020

2.6 Crédits reportés de 2020 à 2021

Annexe 1 : Tableau de bord - crédits courants 2020

Annexe 2 : Tableau de bord - crédits reportés 2019 vers 2020

Partie II. - États sur l'exécution du budget

1 - Situation des crédits courants de l'exercice 2020

2 - Situation des crédits reportés de l'exercice 2019 vers 2020

3 - Situation des recettes de l'exercice 2020

Partie III. - États financiers

1 - Bilan financier au 31 décembre 2020

2 - Résultat économique de l'exercice 2020

3 - Tableau de flux de trésorerie pour l'exercice 2020

4 - Etat de variation de l'actif net

5 - Rapprochement entre l'exécution budgétaire et le résultat des activités de l'exercice 2020

6 - Notes annexes aux états financiers



Partie I. - Rapport sur la gestion budgétaire et financière

1 - Récapitulatif des dépenses de l'exercice 2020

(Montants exprimés en euros)

I. Crédits disponibles

Les crédits définitifs inscrits au budget du Médiateur pour l'exercice 2020 s'élèvent à : 12 348 231,00

II. Utilisation des crédits

a) Les engagements s'élèvent à : 11 719 663,71

b) Les crédits non engagés s'élèvent à : 628 567,29

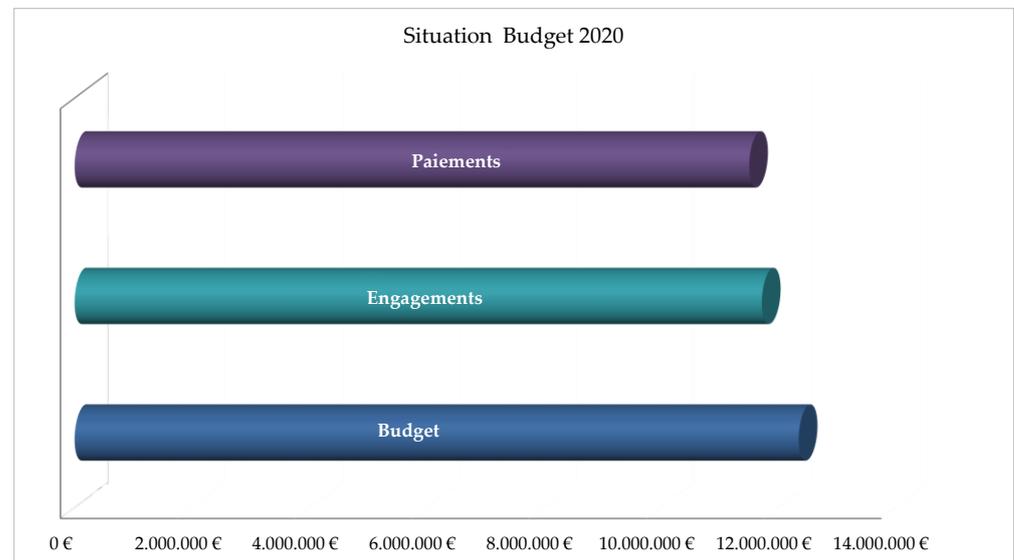
c) Les paiements réels s'élèvent à : 11 503 768,06

III. Utilisation des crédits reportés (2019 vers 2020)

Les crédits reportés de droit de l'exercice 2019 à l'exercice 2020 s'élèvent à : 323 410,62

Les paiements effectués sur la base des crédits reportés s'élèvent à : 240 318,61

Solde des crédits reportés : 83 092,01





2 - Exécution budgétaire 2020¹

2.1 Recettes

Le total des recettes pour l'exercice 2020 s'est élevé à 1 260 231 € (contre 1 242 915 € pour l'exercice 2019).

2.2 Engagements

Les engagements se sont élevés au total à 11 719 663,71 €, soit 94,91 % du budget 2020 (contre 92,33 % en 2019).

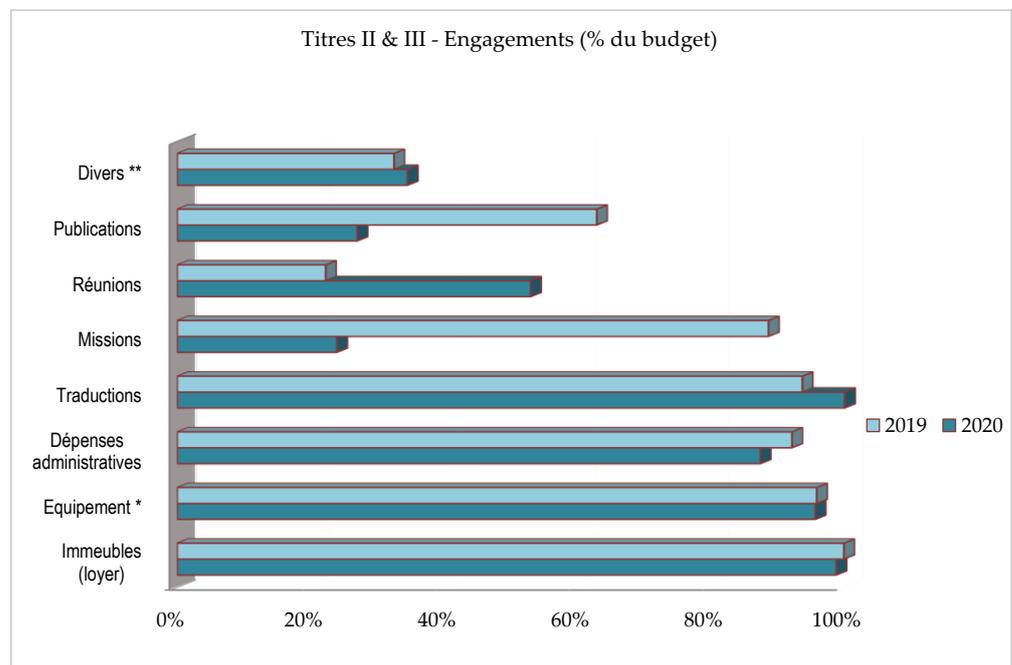
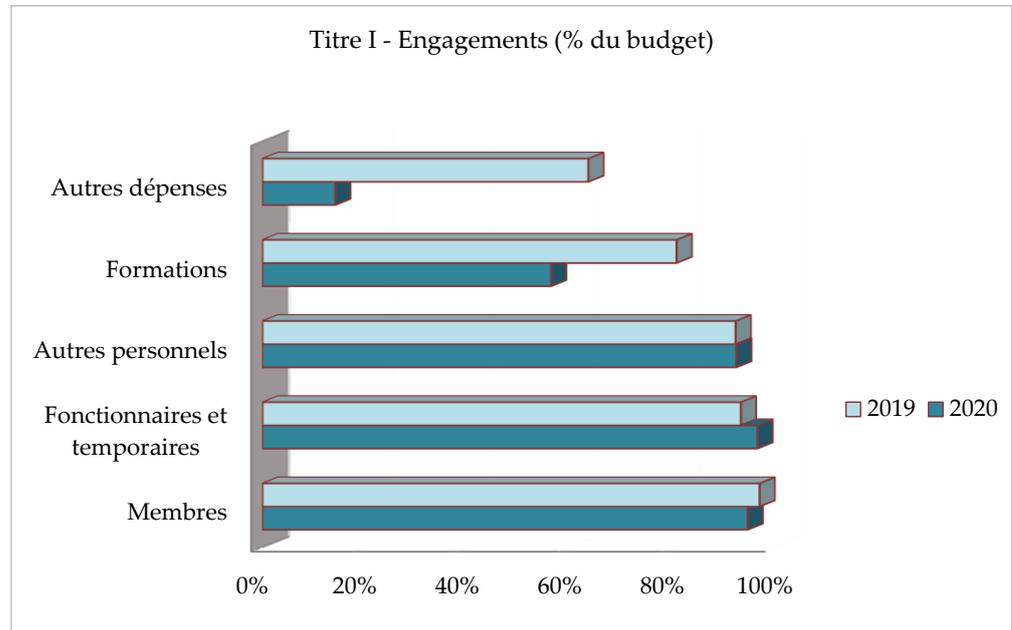
Le tableau ci-après présente, chapitre après chapitre, l'évolution des crédits engagés en 2020 par rapport à l'exercice 2019.

Chapitre	Intitulé	2020 (euros)	2019 (euros)
10	Membres de l'institution	438 771	458 348
12	Fonctionnaires et agents temporaires	7 299 090	6 940 365
14	Autres personnels et prestations externes	524 034	796 795
16	Autres dépenses concernant les personnels	233 069	338 365
	Total du Titre I	8 494 964	8 533 873
20	Immeubles et frais accessoires	2 040 498	1 061 431
21	Informatique, équipement et mobilier : achat, location et maintenance	611 365	270 172
23	Dépenses de fonctionnement administratif courant	511 479	483 062
	Total du Titre II	3 163 342	1 814 665
30	Réunions et conférences	31 884	170 893
32	Expertise et information : acquisition, archivage, production et diffusion	22 957	86 649
33	Etudes et autres subventions	4 117	6 275
34	Dépenses relatives aux fonctions du Médiateur	2 400	2 400
	Total du Titre III	61 358	266 217
	Total Général	11 719 664	10 614 715

¹ cf. Annexes 1 et 2 (tableaux de bord crédits courants et crédits reportés arrêtés au 31/12/2020)



Les graphiques ci-dessous illustrent schématiquement les parts des crédits engagés par titre et l'évolution de 2019 à 2020.



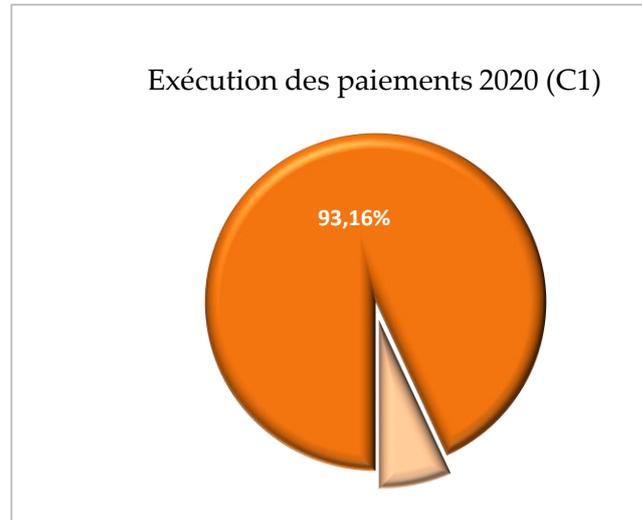
* informatique, mobilier, transport

** bibliothèque, archives, subventions, autres dépenses

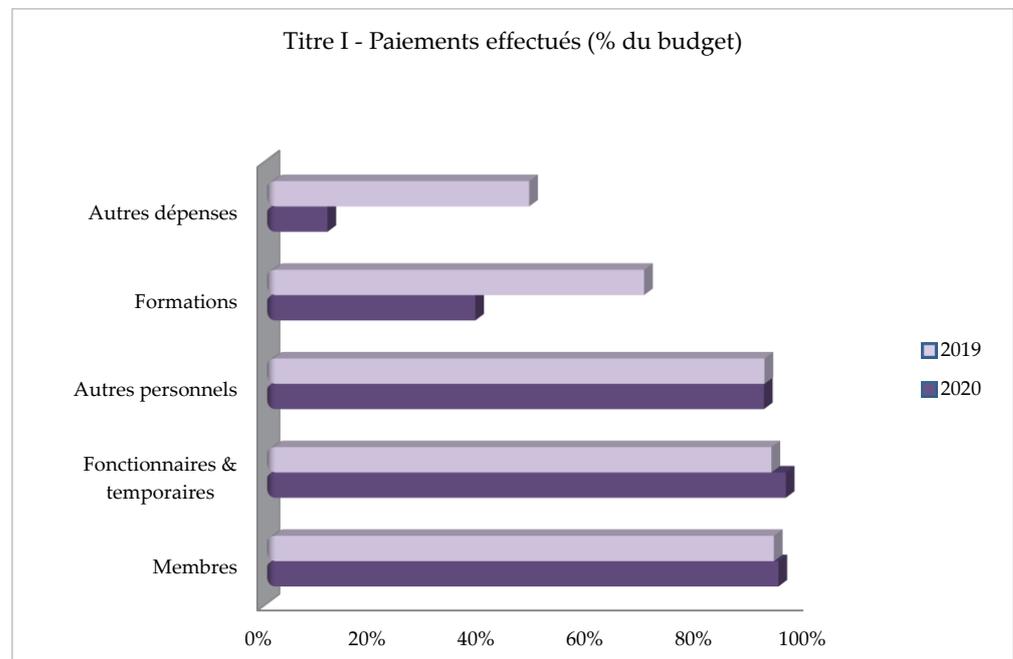


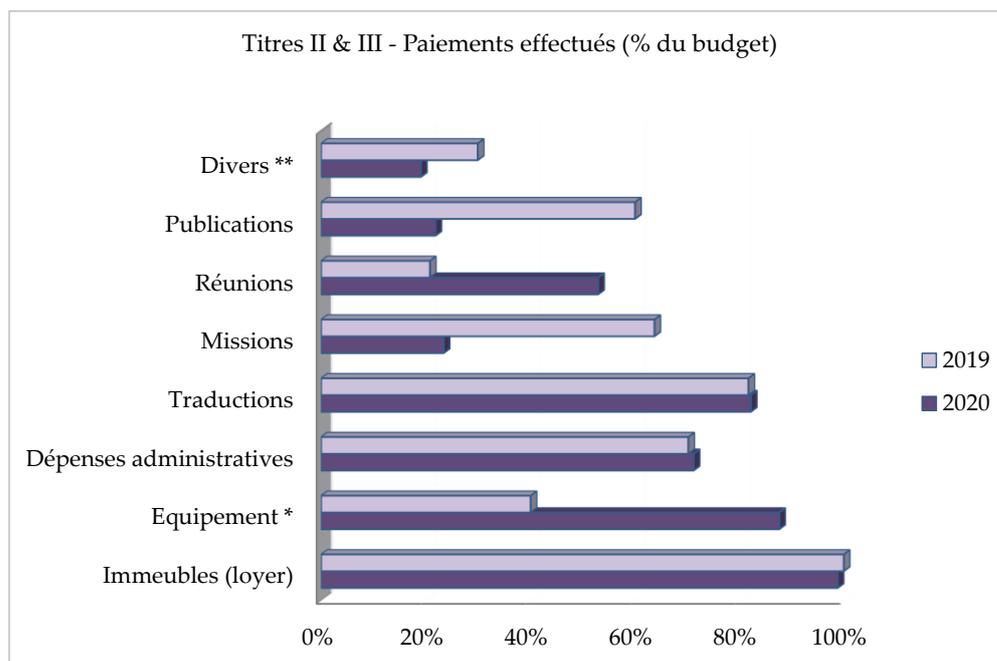
2.3 Paiements

Les paiements ont totalisé 11 503 768,06 € soit 93,16 % du budget 2020 (contre 89,51 % en 2019).



Les graphiques ci-dessous illustrent schématiquement la part des paiements par titre et l'évolution de 2019 à 2020.





* informatique, mobilier, transport

** bibliothèque, archives, subventions, autres dépenses

2.4 Virements

Modification du tableau des effectifs

Conformément à l'article 53 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 01/2020 :
 - un poste permanent AD13 en poste temporaire AD13,
 - un poste temporaire AD12 en poste permanent AD12.

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 02/2020 (articles 29(3) et 31 du Règlement financier)

Poste donneur / Poste receveur	Montant donné (-) / montant reçu (+)
De	
1040 "Frais de mission"	- 20.000 €
1200 "Rémunérations et indemnités"	- 897.500 €
1400 "Autres agents"	- 120.000 €
1404 "Stages, subventions et échanges de fonctionnaires"	- 30.000 €
1612 "Perfectionnement professionnel"	- 60.000 €
2160 "Matériel de transport"	- 7.500 €
2300 "Papeterie, fournitures de bureau et consommables divers"	- 2.000 €
3000 "Frais de mission du personnel"	- 90.000 €
3020 "Frais de réception et de représentation"	- 1.000 €
3030 "Réunions en général"	- 20.000 €
3040 "Réunions internes"	- 17.000 €
3210 "Communication et publications"	- 70.000 €
3300 "Etudes"	- 2.000 €
Total	- 1.337.000 €
À	
2000 "Loyer"	+ 967.000 €
2120 "Mobilier"	+ 366.000 €
2320 "Support aux activités"	+ 4.000 €
Total	+ 1.337.000 €

- Virement 03/2020 (article 29 du Règlement financier)

Poste donneur / Poste receveur	Montant donné (-) / montant reçu (+)
De	
1000 "Traitements, indemnités et allocations liées aux traitements"	- 4.200 €
1650 "Ecoles européennes"	- 21.000 €
2310 "Traductions et interprétation"	- 9.000 €



Total	- 34.200 €
--------------	-------------------

À

1030 "Pensions"	+ 4.200 €
-----------------	-----------

2305 "Frais juridiques et dommages "	+ 30.000 €
--------------------------------------	------------

Total	+ 34.200 €
--------------	-------------------

- Virement 04/2020 (article 29(4) du Règlement financier)

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

De

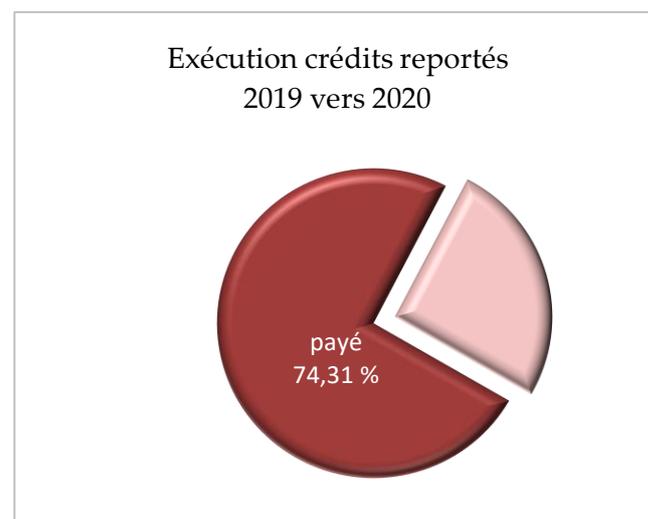
1200 "Rémunérations et indemnités"	- 44.500 €
------------------------------------	------------

À

1204 "Droits liés à l'entrée en fonctions, à la mutation et à la cessation des fonctions"	+ 44.500 €
---	------------

2.5 Crédits reportés de 2019 à 2020

Les reports de crédits à 2020 ont atteint un montant total de 323 410,62 € (soit 2,8% du budget 2019). Les paiements au titre de ces reports se sont établis à 240 318,61 €, soit 74,31 % (contre 90,36 % en 2019).





Pour mémoire, les paiements en crédits courants pour l'année 2019 ont atteint un total de 10 289 833,69 €.

Par conséquent, le paiement des crédits 2019 (paiement en crédits courants + paiement en crédits reportés) représente 91,6 % du Budget 2019 (contre 94,95 % pour l'exécution des crédits 2018).

2.6 Crédits reportés de 2020 à 2021

Les crédits reportés de 2020 à 2021 représentent 215 895,65 €, soit 1,7 % du Budget 2020. En comparaison, la part relative des crédits reportés de 2019 s'élevait à 323 410,62 €, soit 2,8 % du Budget 2019.

Par conséquent, l'exécution des crédits 2020 (paiements en crédits courants + montant des crédits reportés) représente 94,9 % du Budget 2020 (contre 92,3 % du Budget 2019)



2.7 Indicateurs

Indicateurs	Objectifs 2020	1er trim. 2020	1er+2ème trim 2020	1er-3ème trim 2020	2020	(2019)
F1: Pourcentage de l'exécution budgétaire	Total : 93%	92,2 %	87,5 %	87,4 %	94,9%	(92,3%)
F2: Nombre d'opérations payées au-delà de 30 jours	Total : 0	1	1	1	3	(3)

Le délai moyen de paiement pour l'exercice 2020 est de 11,90 jours (contre 10,80 jours en 2019).



Annexe 1 : Tableau de bord - crédits courants 2020

Exercice 2020	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	441.847,00	437.647,00	422.093,39	96,45%	15.553,61	422.093,39	100,00%	96,45%
1020	Indemnités transitoires	0,00	0,00	0,00	0,00%	0,00	0,00	0,00%	0,00%
1030	Pension	6.000,00	10.200,00	10.144,81	0,00%	55,19	10.144,81	0,00%	0,00%
1040	Missions	35.000,00	15.000,00	5.997,21	39,98%	9.002,79	5.997,21	100,00%	39,98%
1050	Cours	2.000,00	2.000,00	535,50	26,78%	1.464,50	380,80	71,11%	19,04%
1080	Prises/Cessation fonctions	0,00	0,00	0,00	0,00%	0,00	0,00	0,00%	0,00%
Chapitre 10		484.847,00	464.847,00	438.770,91	94,39%	26.076,09	438.616,21	99,96%	94,36%
1200	Traitements	8.443.784,00	7.501.784,00	7.227.635,16	96,35%	274.148,84	7.227.635,16	100,00%	96,35%
1202	Heures supplémentaires	3.000,00	3.000,00	0,00	0,00%	3.000,00	0,00	0,00%	0,00%
1204	Prise/cessation fonction	30.000,00	74.500,00	71.455,33	95,91%	3.044,67	25.990,24	36,37%	34,89%
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		8.476.784,00	7.579.284,00	7.299.090,49	96,30%	280.193,51	7.253.625,40	99,38%	95,70%
1400	Agents contractuels	545.000,00	425.000,00	401.005,00	94,35%	23.995,00	401.005,00	100,00%	94,35%
1404	Stages	173.500,00	143.500,00	123.028,76	85,73%	20.471,24	120.287,73	97,77%	83,82%
Chapitre 14		718.500,00	568.500,00	524.033,76	92,18%	44.466,24	521.292,73	99,48%	91,70%
1610	Frais recrutements	3.000,00	3.000,00	391,35	13,05%	2.608,65	141,35	36,12%	4,71%
1612	Perfectionnement professionnel	130.000,00	70.000,00	39.304,37	56,15%	30.695,63	27.123,87	69,01%	38,75%
1630	Service social	0,00	0,00	0,00	0,00%	0,00	0,00	0,00%	0,00%
1631	Mobilité	6.000,00	6.000,00	2.306,80	38,45%	3.693,20	2.306,80	100,00%	38,45%
1632	Relations / personnel	7.000,00	7.000,00	1.022,31	14,60%	5.977,69	1.022,31	100,00%	14,60%
1650	Ecoles européennes	210.000,00	189.000,00	176.044,16	93,15%	12.955,84	176.044,16	100,00%	93,15%
1651	Crèches et garderie	14.000,00	14.000,00	14.000,00	100,00%	0,00	11.520,00	82,29%	82,29%
Chapitre 16		370.000,00	289.000,00	233.068,99	80,65%	55.931,01	218.158,49	93,60%	75,49%
TOTAL TITRE I		10.050.131,00	8.901.631,00	8.494.964,15	95,43%	406.666,85	8.431.692,83	99,26%	94,72%
Titre II - Immeubles, Mobilier, Equipements et dépenses diverses									
2000	Loyers	1.100.000,00	2.067.000,00	2.040.498,06	98,72%	26.501,94	2.040.498,06	100,00%	98,72%
Chapitre 20		1.100.000,00	2.067.000,00	2.040.498,06	98,72%	26.501,94	2.040.498,06	100,00%	98,72%
2100	Informatique	250.000,00	250.000,00	222.766,75	89,11%	27.233,25	193.660,86	86,93%	77,46%
2120	Mobilier	13.000,00	379.000,00	378.991,06	100,00%	8,94	366.000,00	96,57%	96,57%
2160	Transport	18.000,00	10.500,00	9.607,45	91,50%	892,55	250,55	2,61%	2,39%
Chapitre 21		281.000,00	639.500,00	611.365,26	95,60%	28.134,74	559.911,41	91,58%	87,55%
2300	Fournitures bureau & impressions	8.000,00	6.000,00	4.540,64	75,68%	1.459,36	3.440,38	75,77%	57,34%
2301	Affranchissement	3.000,00	3.000,00	2.825,50	94,18%	174,50	1.504,96	53,26%	50,17%
2302	Téléphone	7.000,00	7.000,00	5.600,00	80,00%	1.400,00	0,00	0,00%	0,00%
2303	Charges financières	700,00	700,00	325,00	46,43%	375,00	71,61	22,03%	10,23%
2304	Régie d'avance & divers	3.500,00	3.500,00	2.301,57	65,76%	1.198,43	523,39	22,74%	14,95%
2305	Frais juridiques	1.000,00	31.000,00	7.000,00	0,00%	24.000,00	0,00	0,00%	0,00%
2310	Traductions	315.000,00	306.000,00	306.000,00	100,00%	0,00	251.306,35	82,13%	82,13%
2320	Support aux activités	180.000,00	184.000,00	182.886,00	99,39%	1.114,00	161.887,60	88,52%	87,98%
Chapitre 23		518.200,00	541.200,00	511.478,71	94,51%	29.721,29	418.734,29	81,87%	77,37%
TOTAL TITRE II		1.899.200,00	3.247.700,00	3.163.342,03	97,40%	84.357,97	3.019.143,76	95,44%	92,96%
Titre III dépenses résultant de l'exercice par l'institution de ses missions									
3000	Frais de missions	158.000,00	68.000,00	16.261,43	23,91%	51.738,57	15.932,04	97,97%	23,43%
3020	Frais de réception	2.500,00	1.500,00	0,00	0,00%	1.500,00	0,00	0,00%	0,00%
3030	Réunions en général	40.000,00	20.000,00	15.270,00	76,35%	4.730,00	15.270,00	100,00%	76,35%
3040	Frais divers de réunion	25.000,00	8.000,00	352,02	4,40%	7.647,98	352,02	100,00%	4,40%
Chapitre 30		225.500,00	97.500,00	31.883,45	32,70%	65.616,55	31.554,06	98,97%	32,36%
3200	Bibliothèque	5.000,00	5.000,00	3.277,32	65,55%	1.722,68	1.901,50	58,02%	38,03%
3201	Fonds d'archives	13.000,00	13.000,00	0,00	0,00%	13.000,00	0,00	0,00%	0,00%
3210	Publications	143.000,00	73.000,00	19.680,10	26,96%	53.319,90	15.959,25	81,09%	21,86%
Chapitre 32		161.000,00	91.000,00	22.957,42	25,23%	68.042,58	17.860,75	77,80%	19,63%
3300	Etudes	10.000,00	8.000,00	4.116,66	0,00%	3.883,34	1.116,66	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		10.000,00	8.000,00	4.116,66	51,46%	3.883,34	1.116,66	0,00%	13,96%
3400	Dépenses diverses	2.400,00	2.400,00	2.400,00	100,00%	0,00	2.400,00	100,00%	100,00%
Chapitre 34		2.400,00	2.400,00	2.400,00	100,00%	0,00	2.400,00	100,00%	100,00%
TOTAL TITRE III		398.900,00	198.900,00	61.357,53	30,85%	137.542,47	52.931,47	86,27%	26,61%
TOTAL TITRE II + III		2.298.100,00	3.446.600,00	3.224.699,56	93,56%	221.900,44	3.072.075,23	95,27%	89,13%
TOTAL GENERAL		12.348.231,00	12.348.231,00	11.719.663,71	94,91%	628.567,29	11.503.768,06	98,16%	93,16%



Annexe 2 : Tableau de bord - crédits reportés 2019 vers 2020

UTILISATION DES CREDITS REPORTEES 2019 vers 2020					
postes budget	Intitulés	Crédits reportés	Paiements effectués	% utilisation	Reste à liquider (RAL)
1040	Missions Médiatrice	13.499,34	2.330,60	17,26%	11.168,74
1050	Cours	107,10	107,10	100,00%	-
1404	Stages	2.202,65	1.208,72	54,88%	993,93
1610	Frais de recrutement	1.961,52	233,60	11,91%	1.727,92
1612	Perfectionnement professionnel	15.182,31	515,06	3,39%	14.667,25
1631	Mobilité	500,00	291,50	58,30%	208,50
1632	Relations sociales personnel	200,00	149,48	74,74%	50,52
1651	Crèches et garderie	2.548,00	-	0,00%	2.548,00
Total Titre I		36.200,92	4.836,06	3,20	31.364,86
2100	Informatique	139.398,26	138.745,75	99,53%	652,51
2120	Mobilier	7.397,37	7.397,37	100,00%	0,00
2160	Matériel de transport	10.464,84	7.727,22	73,84%	2.737,62
2300	Fournitures de bureau	550,00	172,88	31,43%	377,12
2301	Affranchissement	1.194,26	293,64	24,59%	900,62
2302	Télécommunications	2.822,45	2.326,77	82,44%	495,68
2303	Charges financières	239,00	22,00	9,21%	217,00
2304	Regie avance	40,00	34,52	86,30%	5,48
2310	Traductions	37.775,01	31.217,70	82,64%	6.557,31
2320	Support aux activités	39.919,00	31.329,76	78,48%	8.589,24
Total Titre II		239.800,19	219.267,61	91,44%	20.532,58
3000	Missions du personnel	41.062,99	11.377,96	27,71%	29.685,03
3030	Réunions externes	1.230,00	831,37	67,59%	398,63
3040	Frais réunions internes	370,63	351,61	94,87%	19,02
3200	Documentation et librairie	1.019,69	943,59	92,54%	76,10
3210	Publications	3.726,20	2.710,41	72,74%	1.015,79
Total Titre III		47.409,51	16.214,94	3,55	31.194,57
Total général		323.410,62	240.318,61	74,31%	83.092,01



Partie II. - États sur l'exécution du budget

1 - Situation des crédits courants de l'exercice
2020

Budgetary Execution by Budget Line and Fund Source

Budget Year: 2020 / 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	437,647.00	422,093.39	96.45 %	15,553.61	0.00	437,647.00	422,093.39	96.45 %
A01030	PENSIONS	10,200.00	10,144.81	99.46 %	55.19	0.00	10,200.00	10,144.81	99.46 %
A01040	FRAIS DE MISSIONS	15,000.00	5,997.21	39.98 %	9,002.79		15,000.00	5,997.21	39.98 %
A01050	COURS	2,000.00	535.50	26.78 %	1,464.50	0.00	2,000.00	380.80	19.04 %
A01200	SALAIRES ET INDEMN	7,501,784.00	7,227,635.16	96.35 %	274,148.84	0.00	7,501,784.00	7,227,635.16	96.35 %
A01202	HEURES SUPP PAYÉES	3,000.00	0.00	0.00 %	3,000.00	0.00	3,000.00		
A01204	DROITS LIÉS FONCTION	74,500.00	71,455.33	95.91 %	3,044.67	0.00	74,500.00	25,990.24	34.89 %
A01400	AGENTS CONTRACTUELS	425,000.00	401,005.00	94.35 %	23,995.00	0.00	425,000.00	401,005.00	94.35 %
A01404	STAGIAIRES	143,500.00	123,028.76	85.73 %	20,471.24	2,295.83	143,500.00	120,287.73	83.82 %
A01610	FRAIS DE RECRUTEMENT	3,000.00	391.35	13.05 %	2,608.65	0.00	3,000.00	141.35	4.71 %
A01612	FORMATION PROFES	70,000.00	39,304.37	56.15 %	30,695.63	0.00	70,000.00	27,123.87	38.75 %
A01631	MOBILITÉ	6,000.00	2,306.80	38.45 %	3,693.20		6,000.00	2,306.80	38.45 %
A01632	RELATIONS SOCIALES	7,000.00	1,022.31	14.60 %	5,977.69	0.00	7,000.00	1,022.31	14.60 %
A01650	ECOLES EUROPÉENNES	189,000.00	176,044.16	93.15 %	12,955.84		189,000.00	176,044.16	93.15 %
A01651	CRÈCHES AND CHILDCAR	14,000.00	14,000.00	100.00 %	0.00		14,000.00	11,520.00	82.29 %
A02000	LOYER	2,067,000.00	2,040,498.06	98.72 %	26,501.94		2,067,000.00	2,040,498.06	98.72 %
A02100	ACHAT INFORMATIQUE	250,000.00	222,766.75	89.11 %	27,233.25	0.00	250,000.00	193,660.86	77.46 %
A02120	MOBILIER	379,000.00	378,991.06	100.00 %	8.94	0.00	379,000.00	366,000.00	96.57 %
A02160	MATÉRIEL DE TRANSPOR	10,500.00	9,607.45	91.50 %	892.55	0.00	10,500.00	250.55	2.39 %

Budgetary Execution by Budget Line and Fund Source

Budget Year: 2020 / 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
A02300	FOUNITURES DE BUREAU	6,000.00	4,540.64	75.68 %	1,459.36	5.00	6,000.00	3,440.38	57.34 %
A02301	AFFRANCHISSEMENT	3,000.00	2,825.50	94.18 %	174.50	0.00	3,000.00	1,504.96	50.17 %
A02302	TÉLÉCOMMUNICATIONS	7,000.00	5,600.00	80.00 %	1,400.00	0.00	7,000.00		
A02303	CHARGES FINANCIÈRES	700.00	325.00	46.43 %	375.00		700.00	71.61	10.23 %
A02304	AUTRES DÉPENSES	3,500.00	2,301.57	65.76 %	1,198.43	1,778.18	3,500.00	523.39	14.95 %
A02305	FRAIS JURIDIQUES	31,000.00	7,000.00	22.58 %	24,000.00	500.00	31,000.00		
A02310	TRADUCT ET INTERPRÉT	306,000.00	306,000.00	100.00 %	0.00		306,000.00	251,306.35	82.13 %
A02320	SUPPORT AUX ACTIVITÉ	184,000.00	182,886.00	99.39 %	1,114.00	0.00	184,000.00	161,887.60	87.98 %
B03000	MISSIONS PERSONNEL	68,000.00	16,261.43	23.91 %	51,738.57	0.00	68,000.00	15,932.04	23.43 %
B03020	RÉCEPTIONS ET REPRÉS	1,500.00	0.00	0.00 %	1,500.00	0.00	1,500.00		
B03030	RÉUNIONS EXTERNES	20,000.00	15,270.00	76.35 %	4,730.00	0.00	20,000.00	15,270.00	76.35 %
B03040	RÉUNIONS INTERNES	8,000.00	352.02	4.40 %	7,647.98	0.00	8,000.00	352.02	4.40 %
B03200	FRAIS DE BIBLIOTHÈQU	5,000.00	3,277.32	65.55 %	1,722.68	0.00	5,000.00	1,901.50	38.03 %
B03201	ARCHIVAGE	13,000.00		0.00 %	13,000.00		13,000.00		
B03210	PUBLICATIONS	73,000.00	19,680.10	26.96 %	53,319.90	0.00	73,000.00	15,959.25	21.86 %
B03300	ETUDES	8,000.00	4,116.66	51.46 %	3,883.34	0.00	8,000.00	1,116.66	13.96 %
B03400	FRAIS DIVERS	2,400.00	2,400.00	100.00 %	0.00	0.00	2,400.00	2,400.00	100.00 %
		12,348,231.00	11,719,663.71	94.91 %	628,567.29	4,579.01	12,348,231.00	11,503,768.06	93.16 %

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2020 / 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	437,647.00	422,093.39		437,647.00	422,093.39	0.00
		437,647.00	422,093.39	0.00	437,647.00	422,093.39	0.00
A01030	PENSIONS	10,200.00	10,144.81		10,200.00	10,144.81	0.00
		10,200.00	10,144.81	0.00	10,200.00	10,144.81	0.00
A01040	FRAIS DE MISSIONS	15,000.00	5,997.21		15,000.00	5,997.21	0.00
		15,000.00	5,997.21	0.00	15,000.00	5,997.21	0.00
A01050	COURS	2,000.00	535.50		2,000.00	380.80	0.00
		2,000.00	535.50	0.00	2,000.00	380.80	0.00
A01200	SALAIRES ET INDEMN	7,501,784.00	7,227,635.16		7,501,784.00	7,227,635.16	0.00
		7,501,784.00	7,227,635.16	0.00	7,501,784.00	7,227,635.16	0.00
A01202	HEURES SUPP PAYÉES	3,000.00	0.00		3,000.00		
		3,000.00	0.00	0.00	3,000.00		
A01204	DROITS LIÉS FONCTION	74,500.00	71,455.33		74,500.00	25,990.24	0.00
		74,500.00	71,455.33	0.00	74,500.00	25,990.24	0.00
A01400	AGENTS CONTRACTUELS	425,000.00	401,005.00		425,000.00	401,005.00	0.00
		425,000.00	401,005.00	0.00	425,000.00	401,005.00	0.00

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2020 / 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	143,500.00	123,028.76		143,500.00	120,287.73	0.00
		143,500.00	123,028.76	0.00	143,500.00	120,287.73	0.00
A01610	FRAIS DE RECRUTEMENT	3,000.00	391.35		3,000.00	141.35	0.00
		3,000.00	391.35	0.00	3,000.00	141.35	0.00
A01612	FORMATION PROFES	70,000.00	39,304.37		70,000.00	27,123.87	0.00
		70,000.00	39,304.37	0.00	70,000.00	27,123.87	0.00
A01631	MOBILITÉ	6,000.00	2,306.80		6,000.00	2,306.80	0.00
		6,000.00	2,306.80	0.00	6,000.00	2,306.80	0.00
A01632	RELATIONS SOCIALES	7,000.00	1,022.31		7,000.00	1,022.31	0.00
		7,000.00	1,022.31	0.00	7,000.00	1,022.31	0.00
A01650	ECOLES EUROPÉENNES	189,000.00	176,044.16		189,000.00	176,044.16	0.00
		189,000.00	176,044.16	0.00	189,000.00	176,044.16	0.00
A01651	CRÈCHES AND CHILDCAR	14,000.00	14,000.00		14,000.00	11,520.00	0.00
		14,000.00	14,000.00	0.00	14,000.00	11,520.00	0.00
A02000	LOYER	2,067,000.00	2,040,498.06		2,067,000.00	2,040,498.06	0.00
		2,067,000.00	2,040,498.06	0.00	2,067,000.00	2,040,498.06	0.00
A02100	ACHAT INFORMATIQUE	250,000.00	222,766.75		250,000.00	193,660.86	0.00
		250,000.00	222,766.75	0.00	250,000.00	193,660.86	0.00

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2020 / 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)
A02120	MOBILIER	379,000.00	378,991.06		379,000.00	366,000.00	0.00
		379,000.00	378,991.06	0.00	379,000.00	366,000.00	0.00
A02160	MATÉRIEL DE TRANSPOR	10,500.00	9,607.45		10,500.00	250.55	0.00
		10,500.00	9,607.45	0.00	10,500.00	250.55	0.00
A02300	FOUNITURES DE BUREAU	6,000.00	4,540.64		6,000.00	3,440.38	0.00
		6,000.00	4,540.64	0.00	6,000.00	3,440.38	0.00
A02301	AFFRANCHISSEMENT	3,000.00	2,825.50		3,000.00	1,504.96	0.00
		3,000.00	2,825.50	0.00	3,000.00	1,504.96	0.00
A02302	TÉLÉCOMMUNICATIONS	7,000.00	5,600.00		7,000.00		
		7,000.00	5,600.00	0.00	7,000.00		
A02303	CHARGES FINANCIÈRES	700.00	325.00		700.00	71.61	0.00
		700.00	325.00	0.00	700.00	71.61	0.00
A02304	AUTRES DÉPENSES	3,500.00	2,301.57		3,500.00	523.39	0.00
		3,500.00	2,301.57	0.00	3,500.00	523.39	0.00
A02305	FRAIS JURIDIQUES	31,000.00	7,000.00		31,000.00		
		31,000.00	7,000.00	0.00	31,000.00		
A02310	TRADUCT ET INTERPRÉT	306,000.00	306,000.00		306,000.00	251,306.35	0.00
		306,000.00	306,000.00	0.00	306,000.00	251,306.35	0.00

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2020 / 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)
A02320	SUPPORT AUX ACTIVITÉ	184,000.00	182,886.00		184,000.00	161,887.60	0.00
		184,000.00	182,886.00	0.00	184,000.00	161,887.60	0.00
B03000	MISSIONS PERSONNEL	68,000.00	16,261.43		68,000.00	15,932.04	0.00
		68,000.00	16,261.43	0.00	68,000.00	15,932.04	0.00
B03020	RÉCEPTIONS ET REPRÉS	1,500.00	0.00		1,500.00		
		1,500.00	0.00	0.00	1,500.00		
B03030	RÉUNIONS EXTERNES	20,000.00	15,270.00		20,000.00	15,270.00	0.00
		20,000.00	15,270.00	0.00	20,000.00	15,270.00	0.00
B03040	RÉUNIONS INTERNES	8,000.00	352.02		8,000.00	352.02	0.00
		8,000.00	352.02	0.00	8,000.00	352.02	0.00
B03200	FRAIS DE BIBLIOTHÈQU	5,000.00	3,277.32		5,000.00	1,901.50	0.00
		5,000.00	3,277.32	0.00	5,000.00	1,901.50	0.00
B03201	ARCHIVAGE	13,000.00			13,000.00		
		13,000.00		0.00	13,000.00		
B03210	PUBLICATIONS	73,000.00	19,680.10		73,000.00	15,959.25	0.00
		73,000.00	19,680.10	0.00	73,000.00	15,959.25	0.00
B03300	ETUDES	8,000.00	4,116.66		8,000.00	1,116.66	0.00
		8,000.00	4,116.66	0.00	8,000.00	1,116.66	0.00



Budgetary Execution by Budget Position and Fund Source

Budget Year: 2020 / 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)
B03400	FRAIS DIVERS	2,400.00	2,400.00		2,400.00	2,400.00	0.00
		2,400.00	2,400.00	0.00	2,400.00	2,400.00	0.00
Total		12,348,231.00	11,719,663.71	0.00	12,348,231.00	11,503,768.06	0.00



Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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	437,647.00	422,093.39	422,093.39	0.00	0.00	422,093.39	15,553.61
		437,647.00	422,093.39	422,093.39	0.00	0.00	422,093.39	15,553.61
A-1030	PENSIONS	10,200.00	2,516.95	2,516.95	0.00	7,627.86	10,144.81	55.19
		10,200.00	2,516.95	2,516.95	0.00	7,627.86	10,144.81	55.19
A-1040	FRAIS DE MISSIONS	15,000.00				5,997.21	5,997.21	9,002.79
		15,000.00				5,997.21	5,997.21	9,002.79
A-1050	COURS	2,000.00	535.50	535.50	0.00		535.50	1,464.50
		2,000.00	535.50	535.50	0.00		535.50	1,464.50
A-1200	SALAIRES ET INDEMN	7,501,784.00	7,226,370.16	7,226,370.16	0.00	1,265.00	7,227,635.16	274,148.84
		7,501,784.00	7,226,370.16	7,226,370.16	0.00	1,265.00	7,227,635.16	274,148.84
A-1202	HEURES SUPP PAYÉES	3,000.00	0.00		0.00		0.00	3,000.00
		3,000.00	0.00		0.00		0	3,000.00
A-1204	DROITS LIÉS FONCTION	74,500.00	48,135.15	48,135.15	0.00	23,320.18	71,455.33	3,044.67
		74,500.00	48,135.15	48,135.15	0.00	23,320.18	71,455.33	3,044.67

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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	425,000.00	400,955.00	400,955.00	0.00	50.00	401,005.00	23,995.00
		425,000.00	400,955.00	400,955.00	0.00	50.00	401,005	23,995.00
A-1404	STAGIAIRES	143,500.00	123,028.76	120,732.93	2,295.83	0.00	123,028.76	20,471.24
		143,500.00	123,028.76	120,732.93	2,295.83	0.00	123,028.76	20,471.24
A-1610	FRAIS DE RECRUTEMENT	3,000.00	391.35	391.35	0.00		391.35	2,608.65
		3,000.00	391.35	391.35	0.00		391.35	2,608.65
A-1612	FORMATION PROFES	70,000.00	34,282.79	34,282.79	0.00	5,021.58	39,304.37	30,695.63
		70,000.00	34,282.79	34,282.79	0.00	5,021.58	39,304.37	30,695.63
A-1631	MOBILITÉ	6,000.00				2,306.80	2,306.80	3,693.20
		6,000.00				2,306.80	2,306.8	3,693.20
A-1632	RELATIONS SOCIALES	7,000.00	1,022.31	1,022.31	0.00		1,022.31	5,977.69
		7,000.00	1,022.31	1,022.31	0.00		1,022.31	5,977.69
A-1650	ECOLES EUROPÉENNES	189,000.00				176,044.16	176,044.16	12,955.84
		189,000.00				176,044.16	176,044.16	12,955.84

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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-1651	CRÈCHES AND CHILDCAR	14,000.00				14,000.00	14,000.00	0.00
		14,000.00				14,000.00	14,000.00	0.00
A-2000	LOYER	2,067,000.00				2,040,498.06	2,040,498.06	26,501.94
		2,067,000.00				2,040,498.06	2,040,498.06	26,501.94
A-2100	ACHAT INFORMATIQUE	250,000.00	47,641.41	47,641.41	0.00	175,125.34	222,766.75	27,233.25
		250,000.00	47,641.41	47,641.41	0.00	175,125.34	222,766.75	27,233.25
A-2120	MOBILIER	379,000.00	0.00		0.00	378,991.06	378,991.06	8.94
		379,000.00	0.00		0.00	378,991.06	378,991.06	8.94
A-2160	MATÉRIEL DE TRANSPOR	10,500.00	9,607.45	9,607.45	0.00		9,607.45	892.55
		10,500.00	9,607.45	9,607.45	0.00		9,607.45	892.55
A-2300	FOUNITURES DE BUREAU	6,000.00	4,540.64	4,535.64	5.00		4,540.64	1,459.36
		6,000.00	4,540.64	4,535.64	5.00		4,540.64	1,459.36
A-2301	AFFRANCHISSEMENT	3,000.00	2,825.50	2,825.50	0.00		2,825.50	174.50
		3,000.00	2,825.50	2,825.50	0.00		2,825.50	174.50

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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-2302	TÉLÉCOMMUNICATIONS	7,000.00	5,600.00	5,600.00	0.00		5,600.00	1,400.00
		7,000.00	5,600.00	5,600.00	0.00		5,600	1,400.00
A-2303	CHARGES FINANCIÈRES	700.00				325.00	325.00	375.00
		700.00				325.00	325	375.00
A-2304	AUTRES DÉPENSES	3,500.00	2,301.57	523.39	1,778.18		2,301.57	1,198.43
		3,500.00	2,301.57	523.39	1,778.18		2,301.57	1,198.43
A-2305	FRAIS JURIDIQUES	31,000.00	7,000.00	6,500.00	500.00		7,000.00	24,000.00
		31,000.00	7,000.00	6,500.00	500.00		7,000	24,000.00
A-2310	TRADUCT ET INTERPRÉT	306,000.00				306,000.00	306,000.00	0.00
		306,000.00				306,000.00	306,000	0.00
A-2320	SUPPORT AUX ACTIVITÉ	184,000.00	182,886.00	182,886.00	0.00		182,886.00	1,114.00
		184,000.00	182,886.00	182,886.00	0.00		182,886	1,114.00
B3-000	MISSIONS PERSONNEL	68,000.00	400.00	400.00	0.00	15,861.43	16,261.43	51,738.57
		68,000.00	400.00	400.00	0.00	15,861.43	16,261.43	51,738.57

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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)
B3-020	RÉCEPTIONS ET REPRÉS	1,500.00	0.00		0.00		0.00	1,500.00
		1,500.00	0.00		0.00		0	1,500.00
B3-030	RÉUNIONS EXTERNES	20,000.00	0.00		0.00	15,270.00	15,270.00	4,730.00
		20,000.00	0.00		0.00	15,270.00	15,270	4,730.00
B3-040	RÉUNIONS INTERNES	8,000.00	352.02	352.02	0.00	0.00	352.02	7,647.98
		8,000.00	352.02	352.02	0.00	0.00	352.02	7,647.98
B3-200	FRAIS DE BIBLIOTHÈQU	5,000.00	3,277.32	3,277.32	0.00		3,277.32	1,722.68
		5,000.00	3,277.32	3,277.32	0.00		3,277.32	1,722.68
B3-201	ARCHIVAGE	13,000.00						13,000.00
		13,000.00						13,000.00
B3-210	PUBLICATIONS	73,000.00	17,080.10	17,080.10	0.00	2,600.00	19,680.10	53,319.90
		73,000.00	17,080.10	17,080.10	0.00	2,600.00	19,680.1	53,319.90
B3-300	ETUDES	8,000.00	4,116.66	4,116.66	0.00		4,116.66	3,883.34
		8,000.00	4,116.66	4,116.66	0.00		4,116.66	3,883.34



Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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)
B3-400	FRAIS DIVERS	2,400.00	2,400.00	2,400.00	0.00		2,400.00	0.00
		2,400.00	2,400.00	2,400.00	0.00		2,400	0.00
Total		12,348,231.00	8,549,360.03	8,544,781.02	4,579.01	3,170,303.68	11,719,663.71	628,567.29



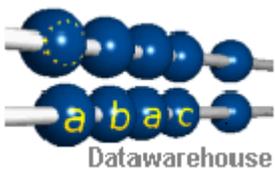
Budgetary_Execution_Details

Prompts (parameters) : Budget Year: 2020 / 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 2019 vers 2020



Budgetary Execution by Budget Line and Fund Source

Budget Year: 2020 / 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 Amount)	Com L1 Open Amount (Eur)	Credit Pay Amount	Payment Request Accepted Amount (Euro)	% Payment
A01040	FRAIS DE MISSIONS	13,499.34	2,330.60	17.26 %	11,168.74		13,499.34	2,330.60	17.26 %
A01050	COURS	107.10	107.10	100.00 %	0.00	0.00	107.10	107.10	100.00 %
A01404	STAGIAIRES	2,202.65	1,208.72	54.88 %	993.93	0.00	2,202.65	1,208.72	54.88 %
A01610	FRAIS DE RECRUTEMENT	1,961.52	233.60	11.91 %	1,727.92	0.00	1,961.52	233.60	11.91 %
A01612	FORMATION PROFES	15,182.31	515.06	3.39 %	14,667.25		15,182.31	515.06	3.39 %
A01631	MOBILITÉ	500.00	291.50	58.30 %	208.50		500.00	291.50	58.30 %
A01632	RELATIONS SOCIALES	200.00	149.48	74.74 %	50.52	0.00	200.00	149.48	74.74 %
A01651	CRÈCHES AND CHILDCAR	2,548.00	0.00	0.00 %	2,548.00		2,548.00		
A02100	ACHAT INFORMATIQUE	139,398.26	138,745.75	99.53 %	652.51	0.00	139,398.26	138,745.75	99.53 %
A02120	MOBILIER	7,397.37	7,397.37	100.00 %	0.00	0.00	7,397.37	7,397.37	100.00 %
A02160	MATÉRIEL DE TRANSPOR	10,464.84	7,727.22	73.84 %	2,737.62	0.00	10,464.84	7,727.22	73.84 %
A02300	FOUNITURES DE BUREAU	550.00	172.88	31.43 %	377.12	0.00	550.00	172.88	31.43 %
A02301	AFFRANCHISSEMENT	1,194.26	293.64	24.59 %	900.62	0.00	1,194.26	293.64	24.59 %
A02302	TÉLÉCOMMUNICATIONS	2,822.45	2,326.77	82.44 %	495.68	0.00	2,822.45	2,326.77	82.44 %
A02303	CHARGES FINANCIÈRES	239.00	22.00	9.21 %	217.00		239.00	22.00	9.21 %
A02304	AUTRES DÉPENSES	40.00	34.52	86.30 %	5.48	0.00	40.00	34.52	86.30 %
A02310	TRADUCT ET INTERPRÉT	37,775.01	31,217.70	82.64 %	6,557.31		37,775.01	31,217.70	82.64 %
A02320	SUPPORT AUX ACTIVITÉ	39,919.00	31,329.76	78.48 %	8,589.24	0.00	39,919.00	31,329.76	78.48 %
B03000	MISSIONS PERSONNEL	41,062.99	11,377.96	27.71 %	29,685.03	0.00	41,062.99	11,377.96	27.71 %

Budgetary Execution by Budget Line and Fund Source

Budget Year: 2020 / 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
B03030	RÉUNIONS EXTERNES	1,230.00	831.37	67.59 %	398.63	0.00	1,230.00	831.37	67.59 %
B03040	RÉUNIONS INTERNES	370.63	351.61	94.87 %	19.02	0.00	370.63	351.61	94.87 %
B03200	FRAIS DE BIBLIOTHÈQU	1,019.69	943.59	92.54 %	76.10	0.00	1,019.69	943.59	92.54 %
B03210	PUBLICATIONS	3,726.20	2,710.41	72.74 %	1,015.79	0.00	3,726.20	2,710.41	72.74 %
		323,410.62	240,318.61	74.31 %	83,092.01	0.00	323,410.62	240,318.61	74.31 %

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2020 / 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	13,499.34	2,330.60		13,499.34	2,330.60	0.00
		13,499.34	2,330.60	0.00	13,499.34	2,330.60	0.00
A01050	COURS	107.10	107.10		107.10	107.10	0.00
		107.10	107.10	0.00	107.10	107.10	0.00
A01404	STAGIAIRES	2,202.65	1,208.72		2,202.65	1,208.72	0.00
		2,202.65	1,208.72	0.00	2,202.65	1,208.72	0.00
A01610	FRAIS DE RECRUTEMENT	1,961.52	233.60		1,961.52	233.60	0.00
		1,961.52	233.60	0.00	1,961.52	233.60	0.00
A01612	FORMATION PROFES	15,182.31	515.06		15,182.31	515.06	0.00
		15,182.31	515.06	0.00	15,182.31	515.06	0.00
A01631	MOBILITÉ	500.00	291.50		500.00	291.50	0.00
		500.00	291.50	0.00	500.00	291.50	0.00
A01632	RELATIONS SOCIALES	200.00	149.48		200.00	149.48	0.00
		200.00	149.48	0.00	200.00	149.48	0.00
A01651	CRÈCHES AND CHILDCAR	2,548.00	0.00		2,548.00		
		2,548.00	0.00	0.00	2,548.00		

Budgetary Execution by Budget Position and Fund Source

Budget Year: 2020 / 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)
A02100	ACHAT INFORMATIQUE	139,398.26	138,745.75		139,398.26	138,745.75	0.00
		139,398.26	138,745.75	0.00	139,398.26	138,745.75	0.00
A02120	MOBILIER	7,397.37	7,397.37		7,397.37	7,397.37	0.00
		7,397.37	7,397.37	0.00	7,397.37	7,397.37	0.00
A02160	MATÉRIEL DE TRANSPOR	10,464.84	7,727.22		10,464.84	7,727.22	0.00
		10,464.84	7,727.22	0.00	10,464.84	7,727.22	0.00
A02300	FOUNITURES DE BUREAU	550.00	172.88		550.00	172.88	0.00
		550.00	172.88	0.00	550.00	172.88	0.00
A02301	AFFRANCHISSEMENT	1,194.26	293.64		1,194.26	293.64	0.00
		1,194.26	293.64	0.00	1,194.26	293.64	0.00
A02302	TÉLÉCOMMUNICATIONS	2,822.45	2,326.77		2,822.45	2,326.77	0.00
		2,822.45	2,326.77	0.00	2,822.45	2,326.77	0.00
A02303	CHARGES FINANCIÈRES	239.00	22.00		239.00	22.00	0.00
		239.00	22.00	0.00	239.00	22.00	0.00
A02304	AUTRES DÉPENSES	40.00	34.52		40.00	34.52	0.00
		40.00	34.52	0.00	40.00	34.52	0.00
A02310	TRADUCT ET INTERPRÉT	37,775.01	31,217.70		37,775.01	31,217.70	0.00
		37,775.01	31,217.70	0.00	37,775.01	31,217.70	0.00



Budgetary Execution by Budget Position and Fund Source

Budget Year: 2020 / 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)
A02320	SUPPORT AUX ACTIVITÉ	39,919.00	31,329.76		39,919.00	31,329.76	0.00
		39,919.00	31,329.76	0.00	39,919.00	31,329.76	0.00
B03000	MISSIONS PERSONNEL	41,062.99	11,377.96		41,062.99	11,377.96	0.00
		41,062.99	11,377.96	0.00	41,062.99	11,377.96	0.00
B03030	RÉUNIONS EXTERNES	1,230.00	831.37		1,230.00	831.37	0.00
		1,230.00	831.37	0.00	1,230.00	831.37	0.00
B03040	RÉUNIONS INTERNES	370.63	351.61		370.63	351.61	0.00
		370.63	351.61	0.00	370.63	351.61	0.00
B03200	FRAIS DE BIBLIOTHÈQU	1,019.69	943.59		1,019.69	943.59	0.00
		1,019.69	943.59	0.00	1,019.69	943.59	0.00
B03210	PUBLICATIONS	3,726.20	2,710.41		3,726.20	2,710.41	0.00
		3,726.20	2,710.41	0.00	3,726.20	2,710.41	0.00
Total		323,410.62	240,318.61	0.00	323,410.62	240,318.61	0.00



Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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	13,499.34				2,330.60	2,330.60	11,168.74
		13,499.34				2,330.60	2,330.6	11,168.74
A-1050	COURS	107.10	107.10	107.10	0.00		107.10	0.00
		107.10	107.10	107.10	0.00		107.1	0.00
A-1404	STAGIAIRES	2,202.65	524.72	524.72	0.00	684.00	1,208.72	993.93
		2,202.65	524.72	524.72	0.00	684.00	1,208.72	993.93
A-1610	FRAIS DE RECRUTEMENT	1,961.52	233.60	233.60	0.00		233.60	1,727.92
		1,961.52	233.60	233.60	0.00		233.6	1,727.92
A-1612	FORMATION PROFES	15,182.31				515.06	515.06	14,667.25
		15,182.31				515.06	515.06	14,667.25
A-1631	MOBILITÉ	500.00				291.50	291.50	208.50
		500.00				291.50	291.5	208.50
A-1632	RELATIONS SOCIALES	200.00	149.48	149.48	0.00		149.48	50.52
		200.00	149.48	149.48	0.00		149.48	50.52

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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-1651	CRÈCHES AND CHILDCAR	2,548.00				0.00	0.00	2,548.00
		2,548.00				0.00	0	2,548.00
A-2100	ACHAT INFORMATIQUE	139,398.26	1,511.20	1,511.20	0.00	137,234.55	138,745.75	652.51
		139,398.26	1,511.20	1,511.20	0.00	137,234.55	138,745.75	652.51
A-2120	MOBILIER	7,397.37	1,442.15	1,442.15	0.00	5,955.22	7,397.37	0.00
		7,397.37	1,442.15	1,442.15	0.00	5,955.22	7,397.37	0.00
A-2160	MATÉRIEL DE TRANSPOR	10,464.84	7,727.22	7,727.22	0.00		7,727.22	2,737.62
		10,464.84	7,727.22	7,727.22	0.00		7,727.22	2,737.62
A-2300	FOUNITURES DE BUREAU	550.00	172.88	172.88	0.00		172.88	377.12
		550.00	172.88	172.88	0.00		172.88	377.12
A-2301	AFFRANCHISSEMENT	1,194.26	293.64	293.64	0.00		293.64	900.62
		1,194.26	293.64	293.64	0.00		293.64	900.62
A-2302	TÉLÉCOMMUNICATIONS	2,822.45	2,326.77	2,326.77	0.00		2,326.77	495.68
		2,822.45	2,326.77	2,326.77	0.00		2,326.77	495.68

Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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-2303	CHARGES FINANCIÈRES	239.00				22.00	22.00	217.00
		239.00				22.00	22	217.00
A-2304	AUTRES DÉPENSES	40.00	34.52	34.52	0.00		34.52	5.48
		40.00	34.52	34.52	0.00		34.52	5.48
A-2310	TRADUCT ET INTERPRÉT	37,775.01				31,217.70	31,217.70	6,557.31
		37,775.01				31,217.70	31,217.7	6,557.31
A-2320	SUPPORT AUX ACTIVITÉ	39,919.00	31,329.76	31,329.76	0.00		31,329.76	8,589.24
		39,919.00	31,329.76	31,329.76	0.00		31,329.76	8,589.24
B3-000	MISSIONS PERSONNEL	41,062.99	1,622.64	1,622.64	0.00	9,755.32	11,377.96	29,685.03
		41,062.99	1,622.64	1,622.64	0.00	9,755.32	11,377.96	29,685.03
B3-030	RÉUNIONS EXTERNES	1,230.00	831.37	831.37	0.00		831.37	398.63
		1,230.00	831.37	831.37	0.00		831.37	398.63
B3-040	RÉUNIONS INTERNES	370.63	351.61	351.61	0.00		351.61	19.02
		370.63	351.61	351.61	0.00		351.61	19.02



Budgetary Execution by Budget Line - Level 1 Commitment Information

Budget Year: 2020 / 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)
B3-200	FRAIS DE BIBLIOTHÈQU	1,019.69	943.59	943.59	0.00		943.59	76.10
		1,019.69	943.59	943.59	0.00		943.59	76.10
B3-210	PUBLICATIONS	3,726.20	2,289.41	2,289.41	0.00	421.00	2,710.41	1,015.79
		3,726.20	2,289.41	2,289.41	0.00	421.00	2,710.41	1,015.79
Total		323,410.62	51,891.66	51,891.66	0.00	188,426.95	240,318.61	83,092.01



Budgetary_Execution_Details

Budgetary_Execution_Details

Prompts (parameters) : Budget Year: 2020 / 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 2020



Appropriation(s) list

Local Key	Comm.Credits	Comm.Cons.	Comm.Credits Avail.	Pay.Credits	Pay.Cons.	Pay.Credits Avail.	Inc. Cons.	Description
OMBU-I2020-%-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES OMBU 2014
OMBU-I2020-04-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES PERSONNEL
OMBU-I2020-040-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	TAXES ET RETENUES DI
OMBU-I2020-0400-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	IMPÔTS
OMBU-I2020-04000-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	-592 293,20	IMPÔTS
OMBU-I2020-0404-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	PRÉLÈVEMENT SPÉCIAL
OMBU-I2020-04040-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	-108 399,04	PRÉLÈVEMENT SPÉCIAL
OMBU-I2020-041-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB PENSIONS
OMBU-I2020-0410-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB PENSIONS
OMBU-I2020-04100-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	-557 751,74	CONTRIB PENSIONS
OMBU-I2020-0411-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	TRANSFERTS RACHAT PE
OMBU-I2020-04110-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	TRANSFERTS RACHAT PE
OMBU-I2020-0412-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB AGENTS CCP P
OMBU-I2020-04120-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-I2020-06-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	CONTRIB ET RESTITUTI
OMBU-I2020-066-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	AUTRES CONTRIB ET RE
OMBU-I2020-0660-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	AUTRES CONTRIB ET RE
OMBU-I2020-06600-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES AFFECTÉES
OMBU-I2020-09-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES DIVERSES
OMBU-I2020-090-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES DIVERSES
OMBU-I2020-0900-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	0.00	RECETTES DIVERSES
OMBU-I2020-09000-IC1-OMBUDSMAN	0.00	0.00	0.00	0.00	0.00	0.00	1 786.95	RECETTES DIVERSES



Partie III. - États financiers

1 - Bilan financier au 31 décembre 2020

2 - Résultat économique de l'exercice 2020

3 - Tableau de flux de trésorerie pour l'exercice 2020

4 - Etat de variation de l'actif net

5 - Rapprochement entre l'exécution budgétaire et le résultat des activités de l'exercice 2020

6 - Notes annexes aux états financiers



European Ombudsman

The Accounting officer

Provisional annual accounts European Ombudsman

Financial year 2020

EN



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 2020	8
2.2 Statement of financial performance for the financial year 2020	10
2.3 Cashflow statement for the financial year 2020	11
2.4 Statement of changes in net assets	12
2.5 Reconciliation of budget outturn with economic result for the financial year 2020	13
2.6 Other significant disclosures	14
3. Notes to the financial statements	16
3.1 Notes to the balance sheet	16
3.2 Notes to the statement of financial performance	19
3.3 Notes to the cashflow statement	21
4. Budget implementation statements	Error! Bookmark not defined.
4.1 Budget implementation 2020	Error! Bookmark not defined.
4.2 Implementation of appropriations carried forward from 2019 to 2020	36
4.3 Revenue 2020	46



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 2020

		31.12.2020	31.12.2019
<u>ASSETS</u>	Note	<u>EUR</u>	<u>EUR</u>
<u>Non-current assets</u>		3.1.1	
I.	INTANGIBLE FIXED ASSETS	3.665,58	9.143,82
II.	TANGIBLE FIXED ASSETS	198.687,38	142.876,00
		202.352,96	152.019,82
<u>Current assets</u>		3.1.2	
III.	CURRENT PRE-FINANCING	366.000,00	0,00
IV.	SHORT-TERM RECEIVABLES		
	Sundry debtors	1.483,42	8.087,51
	Other receivables	4.521,05	16.278,59
	Accrued interest	14,37	14,03
	Receivables from European Union bodies	202,53	-- 1.554,44
	Deferred charges	23.645,04	4.138,80
	Deferred charges	997.243,17	0,00
	Income to be received from consolidated entities	0,00	0,00
		1.027.109,58	26.964,49
V.	CASH AND CASH EQUIVALENTS	234.552,73	229.177,37
		1.830.015,27	408.161,68



	Note	31.12.2020	31.12.2019
<u>LIABILITIES</u>		<u>EUR</u>	<u>EUR</u>
<u>Capital</u>			
I. OWN FUNDS	3.1.3		
Economic result for the financial year		1.338.479,06	- 461.936,61
Results carried over from previous years		149.077,61	611.014,22
		<hr/>	<hr/>
		1.487.556,67	149.077,61
		<hr/>	<hr/>
<u>Non-current</u>			
II. LONG-TERM DEBT	3.1.4		
Pensions provision		0,00	0,00
Provisions for charges		0,00	0,00
		<hr/>	<hr/>
		0,00	0,00
		<hr/>	<hr/>
<u>Current</u>			
III. CURRENT LIABILITIES	3.1.5		
Short-term provision		0,00	0,00
Trade accounts payable		3.935,48	5.727,60
Accounts payable with consolidated entities		31.624,22	2.515,95
Invoices to be verified		-666,57	- 1.903,98
Sundry creditors		- 0,07	- 0,07
Accrued charges		222.181,76	155.964,72
Accrued charges with consolidated entities		85.383,78	96.779,85
		<hr/>	<hr/>
		342.458,60	259.084,07
		<hr/>	<hr/>
		1.830.015,27	408.161,68
		<hr/>	<hr/>



2.2 Statement of financial performance for the financial year 2020

	Note	<u>2020</u>	<u>2019</u>
<u>OPERATING REVENUE</u>	3.2.1		
Commission's financial contribution		10.470.000,00	9.000.000,00
Staff-related revenue		1.258.443,98	1.231.666,36
Other income		73,44	366,69
Total operating revenue		<u>11.728.517,42</u>	<u>10.232.033,05</u>
<u>OPERATING EXPENSES</u>	3.2.2		
Staff-related expenditure		8.278.413,02	8.163.332,34
Property, plant and equipment related expenses		1.003.713,62	998.975,71
Other administrative expenditure		1.107.841,94	1.506.974,08
Total operating expenses		<u>10.389.968,58</u>	<u>10.669.282,13</u>
OPERATING RESULT		<u>1.338.548,84</u>	<u>(437.249,08)</u>
<u>FINANCIAL REVENUE</u>			
Interest	3.2.3	57,83	190,47
<u>FINANCIAL CHARGES</u>			
Bank charges	3.2.4	127,61	24.878,00
RESULT OF FINANCIAL OPERATIONS		<u>(69,78)</u>	<u>(24.687,53)</u>
<u>PENSIONS PROVISION</u>			
Increase / (decrease) in pensions liability	3.2.5	0,00	0,00
MOVEMENT IN PENSIONS PROVISION		<u>0,00</u>	<u>0,00</u>
ECONOMIC RESULT FOR THE FINANCIAL YEAR		<u>1.338.479,06</u>	<u>(461.936,61)</u>



2.3 Cashflow statement for the financial year 2020

<u>Cashflows - operating activities</u>	2020	2019
Economic result for the financial year	1.338.479	(461.937)
Adjustments:		
- Amortisation charges and tangible and intangible fixed asset provisions	65.078	69.262
- Decrease (increase) in short-term receivables	(1.000.145)	12.903
- Decrease (increase) in current pre-financing	(366.000)	0
- Increase (decrease) in trade accounts payable and other creditors	65.662	(38.394)
- Increase (decrease) in receivables, European Union bodies	17.713	(8.274)
Cashflows - operating activities	<u>120.787</u>	<u>(426.439)</u>
 <u>Cashflows - investing activities</u>		
Acquisitions of tangible and intangible fixed assets	(115.411)	(33.692)
Disposals of tangible and intangible fixed assets	<u>0</u>	<u>1.401</u>
Cashflows - financing activities	<u>(115.411)</u>	<u>(32.292)</u>
Increase / (decrease) in provision for members' pensions liability	0,00	0,00
Increase (decrease) in cash holdings	5.376	(458.731)
Cash holdings at start of financial year	<u>229.177</u>	<u>687.908</u>
Cash holdings at end of financial year	<u><u>234.553</u></u>	<u><u>229.177</u></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 31.12.2019	611.014,22	- 461.936,61	149.077,61
Allocation of economic result for the previous year	- 461.936,61	461.936,61	-
Economic result for the financial year		1.338.479,06	1.338.479,06
Balance at 31.12.2020	149.077,61	1.338.479,06	1.487.556,67



2.5 Reconciliation of budget outturn with economic result for the financial year 2020

Economic result of the year (+ for surplus and - for deficit)	+/-	1.338.479,06
Adjustment for accrual items (items not in the budgetary result but included in the economic result)		
Adjustments for Accrual Cut-off (reversal cut-off 31.12.2019)	-	253.512,83
Adjustments for Accrual Cut-off (cut-off 31.12.2020)	+	307.628,74
Amount from liaison account with Commission booked in the economic revenue	-	10.470.000,00
Unpaid invoices at year end but booked in charges (class 6)	+	34.884,90
Depreciation of intangible and tangible assets	+	65.077,68
Provisions	+	
Value reductions	+	
Recovery orders issued until 2020 in class 7 and not yet cashed	-	
Pre-financing given in previous year and cleared in the year	+	
Pre-financing received in previous year and cleared in the year		
Payments made from carry-over of payment appropriations	+	240.318,61
Other (deferred charges paid in 2019 but booked in charges in 2020)	+/-	4.138,80
Exchange rate difference	+/-	0,01
Adjustment for budgetary items (item included in the budgetary result but not in the economic result)		
Asset acquisitions (less unpaid amounts)	-	115.410,82
New pre-financing paid in the year 2020 and remaining open as at 2020	-	366.000,00
New pre-financing received in the year 2020 and remaining open as at 2020	+	
Recovery orders issued before 2020 and cashed in 2020	+	
Recovery orders issued in 2020 on balance sheet accounts (not 7 or 6 accounts) and cashed in 2020	+	
Payment appropriations carried over to 2021	-	215.895,65
Cancellation of unused carried over payment appropriations from previous year	+	83.092,01
Other (Deferred charges paid in 2020 and to be booked in charges in 2021)	+/-	1.020.888,21
Total		- 10.376.365,30
Budgetary result		- 10.376.340,77
Delta not explained		24,53



2.6 Other significant disclosures

2.6.1 Outstanding budgetary commitments not yet expensed (accounting RAL)

Commitments for future funding are off-balance-sheet obligations arising from obligations contracted by the European Ombudsman in 2020 and concerning goods and services to be provided after the closure date.

The RAL figure - commitments against appropriations not yet used - is:

- a) The open budgetary commitments carried over to 2021 (EUR 215 895.65) LESS
- b)-Cut-off of the year 2020 booked on 6 accounts (staff expenses excluded) (EUR 144 118.38) LESS
- c) Invoices which were posted in expenses (class 6), but which have not yet been paid at year-end (EUR 34 884.90).

	31/12/2020	31/12/2019
RAL - commitments against appropriations not yet used	36.892,37	191.306,51

2.6.2 Operating lease commitments

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

	31/12/2020	31/12/2019
Leasing arrangement	18.489,92	24.829,32



2.6.3 Covid disclosure

During 2020, the coronavirus outbreak had a huge global impact on the EU economy. The impact of this outbreak on the Ombudsman's business is the following:

- Reduced expenses as a result of inability to implement spending to the extent foreseen :
 - decrease of organisation costs of conferences ((-109% in comparison with 2019)
 - decrease of missions expenses (-89% in comparison with 2019)
 - decrease of trainings expenses for staff (-59% in comparison with 2019)
- Significant transfers in the Ombudsman 's budget:

The European Ombudsman submitted in 2020 a transfer request for authorisation to allocate savings that have become available in its 2020 budget to finance part of the costs associated with relocating its Brussels offices which will take place in 2021.

These savings have become available because of decreased expenditure linked to the COVID-19 crisis. The requested transfer thus reflected a more efficient and optimised use of the Ombudsman's resources.

2.6.4 Brexit disclosure

On 1 February 2020 the United Kingdom ceased to be a Member State of the European Union. Following the conclusion of the Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community (the 'Withdrawal Agreement') between the two parties, the United Kingdom committed to pay all its obligations under the current MFF and previous financial perspectives following from its membership of the Union. The United Kingdom has paid into the 2020 EU Budget during the year, and received payments, as if it were a Member State.

At the date of transmission of these accounts, and based on the Withdrawal Agreement concluded and already in operation, there is no financial impact to be reported in these accounts. For further information on the impact of the Withdrawal Agreement on the EU, please see the 2020 consolidated EU annual accounts.



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 33.10% from EUR 152 020 in 2019 to EUR 202 353 in 2020 (see point 3.1.1, balance sheet assets).



Intangible fixed assets

	Software	Total
<u>Purchase price</u>		
At 31.12.2019	93.840,47	93.840,47
Acquisitions	0,00	0,00
Disposals	0,00	00,00
At 31.12.2020	93.840,47	93.840,47
<u>Depreciation</u>		
At 31.12.2019	- 84.696,65	- 84.696,65
Depreciation in the year	-5.478,24	-5.478,24
Disposals	0,00	0,00
At 31.12.2020	- 90.174,89	- 90.174,89
Net value at 31.12.2020	3.665,58	3.665,58

With regard to intangible assets, the institution 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 31.12.2019	182.193,31	238.632,55	171.692,73	0,00	592.518,59
Acquisitions	17.566,58	92.388,40	5.455,84	-	115.410,82
Disposal	-	-	-	-	-
Other variations	- 2.741,70	-	2.741,70	-	-
At 31.12.2020	197.018,19	331.020,95	179.890,27	0,00	707.929,41
<u>Depreciation</u>					
At 31.12.2019	- 147.310,11	- 203.727,74	-98.604,74	0,00	-449.642,59
Depreciation	- 19.966,21	-26.988,19	-12.645,04	-	-59.599,44
Disposals	-	-	-	-	-
Other variations	1.570,77	-	-1.570,77	-	-
At 31.12.2020	- 165.705,55	-230.715,93	-112.820,55	0,00	-449.642,59
Net value at 31.12.2020	31.312,64	100.305,02	67.069,72	0,00	198.687,38



3.1.2 Current assets

Current prefinancing

This amount of EUR 366 000 represents the prefinancing paid in December 2020 to the Parliament in order to provide it with a cash advance for the purchase of assets, on behalf of Ombudsman, to furnish in 2021 the Ombudsman's new building in Brussels.

Short-term receivables

There was an overall increase in short-term receivables from EUR 26 964.49 in 2019 to EUR 1 027 109.58 in 2020:

- The institution had sundry receivables totalling EUR 1 483.42, in respect of certain Member States, in connection with unrecovered value-added tax at 31.12.2020.
- The breakdown of short-term receivables is:
 - EUR 202.53 in respect of other institutions; this amount receivable as at 31.12.2020 represents corrections between institutions, in connection with pay calculations, which will be cleared in 2021;
 - EUR 4 521.05 in respect of staff members; this amount receivable as at 31.12.2020 represents monies owed by staff members, in connection with calculations of pay and crèches and garderies, which will be cleared in 2021;
 - The amount of EUR 25 000.00, in respect of a former member of staff; receivable as at 31.12.2020 which represents monies to be recovered for legal costs incurred in connection with two court cases, has been registered as a doubtful debtor and covered in 100% by the provision. There is indeed a high probability that we could not recover the due amount.
- As accruals, the institution has still collect bank interest, for the final quarter of 2020, accruing on its current account at the Société Générale bank, EUR 14.37 (EUR 14.03 in 2019) will be paid in to the institution's account in January 2021.
- The institution has recognised deferred expenses of EUR 23 645.04 and deferred expenses with consolidated entities (EUR 997 243.17) which include expenses for the financial year 2021, recorded in the 2020 accounts and carried forward to the financial year to which they relate.



Cash and cash equivalents

The aggregate balance on the current accounts is EUR 234 552.73.

3.1.3 Own funds

The own funds amount to EUR 1 487 556.67 and comprise the total of the economic result of previous years for the amount of EUR 149 077.61 and the economic result of the current year, a gain for the amount of EUR 1 338 479.06.

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 3 935.48 as at 31.12.2020.

- Accounts payable with consolidated entities:

The European Ombudsman has accounts payable with consolidated entities which amount to EUR 31 624.22.

- Invoices to be verified (step 1 under analysis):

The amount of EUR 666.57 is related two invoices erroneously invoiced by Canon France with which the Ombudsman does not have any contractual relationship. We have requested Canon France to issue some credit notes. It should be cleared in 2021.

- Other liabilities:

The institution has recognised accrued expenses of EUR 222 181.76, part of which is accounted for by invoices not received or entered in the accounts as at 31.12.2020 (amount higher than last year). The amount also includes the provision for leave not taken by staff as at 31.12.2020.

- Suppliers' invoices not received total EUR 59 401.40.
- The 2020 provision for leave not taken totalled EUR 162 780.36. 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 31.12.2020, in respect of



consolidated entities, total EUR 85 383.78 and relate to various SLAs with institutions for the provision of services. The following amounts are involved:

- EUR 34 434.38 payable to the European Parliament for translation/interpretation services, transport, postage and telecommunications services, internal audit services; printing services,
- EUR 41 971.00 for translations produced in December 2020 (Translation Centre);
- EUR 8 978.40 payable to the Commission for Publications Office publications, crèche and childcare 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 10 470 000 by way of the Commission's contribution to the European Ombudsman's budget;
- EUR 1 258 443.98 in staff-related revenue, i.e. pension scheme contributions, temporary levy and income tax.
- EUR 73.44 as other income.

3.2.2 Operating expenses

Operating expenses decreased by EUR 279 313 over last year.

- Personnel expenditure on members and former members of the institution, officials, temporary staff and contract staff rose by EUR 115 081 (+1.41%) over last year.
- Property, plant and equipment related expenses (which now include 'land and building expenses) totalled EUR 1 003 713.62 in 2020.
- Other administrative expenditure totalled EUR 1 107 841.94 in 2020.

3.2.3 Financial revenue

Bank interest totalled EUR 57.83 in 2020.

3.2.4 Financial charges

Bank charges totalled EUR 127.61 in 2020.



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 2020

Table of contents

Introduction	3	
1 2020 at a glance	5	
2 Key topics	6	
2.1 COVID-19 related inquiries and initiatives		6
2.2 Ethical issues		8
2.3 Fundamental rights		8
2.4 Transparency in environmental decision making		10
2.5 Accountability in decision making		12
2.6 Lobbying transparency		13
2.7 Access to documents		14
3 25 years of the European Ombudsman	17	
4 'Towards 2024'	20	
5 Complaints and inquiries: how we help the public	21	
5.1 Type and source of complaints		21
5.2 Against whom		25
5.3 About what		25
5.4 Results achieved		26
5.5 Impact and achievements		27
6 Communication and cooperation	29	
6.1 Communication		29
6.2 Relations with EU institutions		31
6.3 European Network of Ombudsmen		34
7 Resources	35	
7.1 Budget		35
7.2 Use of resources		35
How to contact the European Ombudsman	36	

Introduction



photo 1: Emily O'Reilly, European Ombudsman

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2020 was a tragic year for many people across the globe, as loved ones were lost through the COVID-19 pandemic and many others suffered, and continue to suffer, serious illness. The year was also a stark reminder of the importance of public administrations in whose competence and accountability we can trust. The pandemic upended people's lives and put profound strain on our health systems, our societies and our economies. At EU-level it demanded rapid decision making on EU funding, on the procurement of products and services to help tackle the pandemic, and on what policies to prioritise.

Yet it is precisely in challenging times that the highest standards of good administration are required to reassure and to comfort the public that the

measures taken are the correct ones and will be properly implemented.

As European Ombudsman, it is our role to assist in that process. We therefore reminded the European Commission, in April, that all decisions related to the pandemic need to be taken as transparently as possible. We followed this up in July with information-gathering requests to the European Medicines Agency, the European Investment Bank and the Commission, and two inquiries concerning the Council of the EU and the European Centre for Disease Control. The aim is to ensure that all decision making related to the pandemic – whether it concerns the assessment of new medicines or the choice of projects to be funded – is clear, accessible, and justified. Wanting to ensure there was no interruption to our case-handling work, my Office made a fast transition to a digital workplace – the number of new complaints handled were similar to those handled in 2019.

The year also saw inquiries with highly relevant conclusions for the entire EU administration. In one case, we found maladministration in how the European Banking Authority handled a move by its Executive Director to a financial sector lobby group. Our recommendation was accepted and followed by the EBA. In a case concerning sustainable finance, we found that the relevant EU law is too vague to allow for an adequate assessment of conflicts of interest in the context of decisions for awarding of EU-funded contracts.

We carried out several important inquiries related to the transparency of decision making around environmental issues. These included an inquiry into why a 'sustainability impact assessment' was not finalised before the EU-Mercosur trade deal was agreed, and an inquiry into whether the European Investment Bank gives sufficient environmental information about the projects it finances.

Introduction

An Ombudsman's work also entails following up on previous inquiries and making sure that recommendations that have been accepted are being implemented. I therefore launched a follow-up inquiry to examine how the European Border and Coast Guard Agency's (Frontex) 'complaints mechanism' – which established following a previous Ombudsman inquiry – works in practice.

The year 2020 was a special one for the European Ombudsman as it marked our 25th anniversary. This provided an opportunity to celebrate what the Office has become: a trusted upholder of transparency and ethical standards in the EU administration. We also looked back at the profile of cases over the years and the positive changes that EU institutions and bodies have implemented as a result of our work. We saw immediate results in many cases, but also a more general positive influence over time. Our review also strengthened our awareness of, and our gratitude for, the other rivers of influence that flow alongside our work, including an engaged and supportive European Parliament, a vibrant civil society, strong media, and EU institutions that believe in the value of an ombudsman's work.

In 2021, I look forward to implementing our new strategy 'Towards 2024', which sets out how I plan to achieve further positive impact with the EU administration, maintain the real-life relevance of our work and, by raising public awareness of our activities, enable citizens to further exercise the rights granted to them under the Treaties and the Charter of Fundamental Rights.



Emily O'Reilly

1 2020 at a glance

January

[Recommendation to Council of the EU to draft guidelines concerning sponsorship of EU presidencies](#)

February

[Inquiry into how the Commission ensures the sustainability of gas projects chosen for the EU's list of 'Projects of Common Interest'](#)

March

[Proposals made to the Commission to ensure the independence of experts who participate in the 'Scientific Advice Mechanism'](#)

April

[EU institutions asked to ensure transparency of their COVID-19 response](#)

May

[Ombudsman addresses the French senate on transparency in the Council](#)

June

[Ombudsman meets with the Parliament's Democracy, Rule of Law and Fundamental Rights Monitoring Group](#)

July

[Guidelines on the use of official EU languages sent to the EU administration](#)

August

[Ombudsman launches several inquiries and initiatives into the COVID-19 response in the EU administration](#)

September

[Recommendations concerning 'revolving doors' accepted by the European Banking Authority](#)

October

[Conference to celebrate 25 years of the European Ombudsman](#)

November

[Launch of 2021 Award for Good Administration](#)

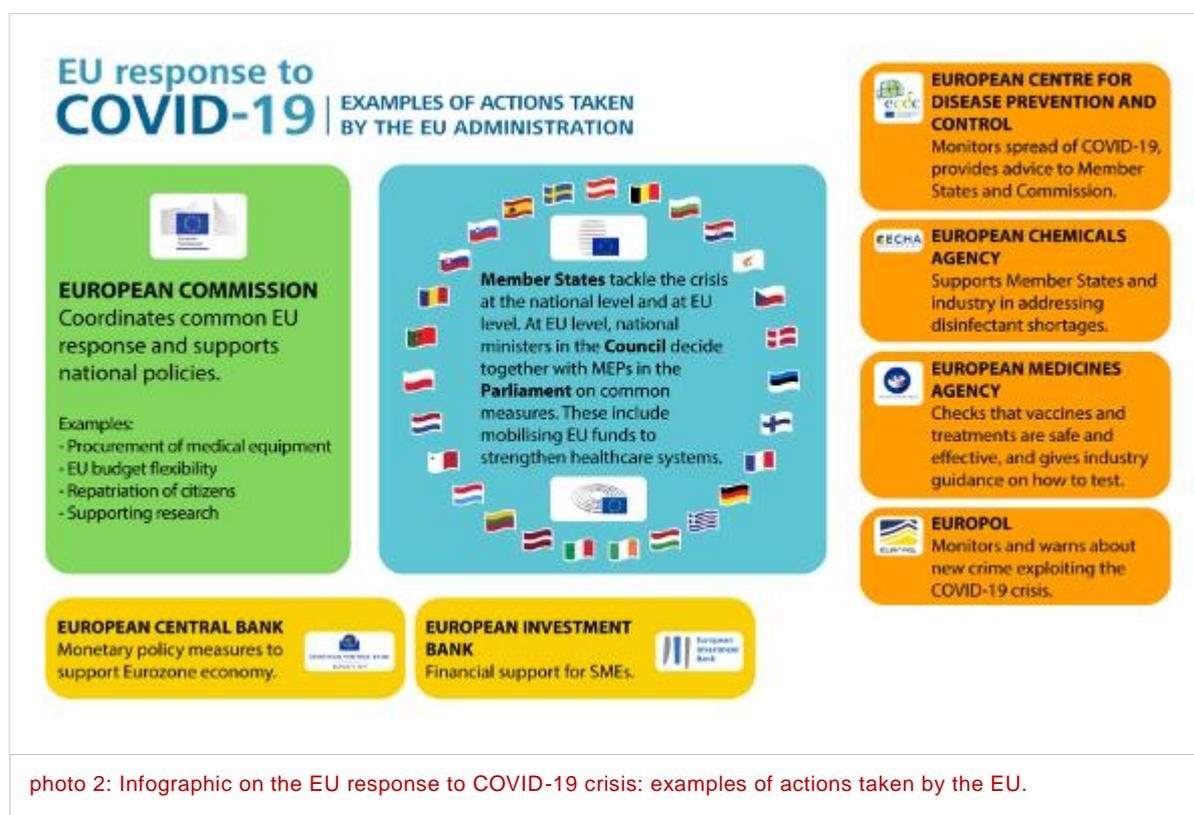
December

[Ombudsman asks the Commission to improve the approval process for substances in pesticides](#)

2 Key topics

The Ombudsman helps people, businesses and organisations as they engage with the EU institutions, bodies and agencies. Problems can range from lack of transparency in decision making, to refusal of access to documents, to violations of fundamental rights, and contractual issues. The profile of complaints changes according to the worries and concerns Europeans face in a given year. This year's annual report contains new sections on inquiries related to COVID-19 and transparency in environmental decision making. The various sections give an overview of the key cases related to a particular area.

2.1 COVID-19 related inquiries and initiatives



In response to the unprecedented situation created by COVID-19, many of the EU institutions, agencies and bodies were required to adopt targeted measures and adapt their working processes to deal with the challenges of the emergency. These ranged from helping to coordinate the public health response in the EU and the approval of dedicated medicines to economic measures to address the social and economic impact of the crisis.

In April 2020, the Ombudsman began examining the work of the EU administration in the context of the COVID-19 crisis. She reminded the European Commission and European Council that their obligations concerning transparency were just as important during a crisis.

In July 2020, the Ombudsman sent three information-gathering requests – to the European Medicines Agency (EMA), the European Investment Bank (EIB) and the Commission – and opened two inquiries – concerning the European Centre for Disease Control (ECDC) and the

2 Key topics

Council of the EU – as part of the Office’s role monitoring how the EU’s frontline institutions were carrying out their work during the pandemic.

The Ombudsman examined how the ECDC gathered and communicated data linked to the COVID-19 pandemic. In addition to inspecting documents related to the ECDC's role in managing information about the pandemic, the Ombudsman’s inquiry team also conducted a meeting with ECDC representatives in October 2020. The Ombudsman then asked for more information on specific parts of the ECDC’s work, including related to the transparency of its rapid risk assessment. The aim of the inquiry is to identify some of the issues that may have hampered the ECDC as it sought to tackle the pandemic.

In the inquiry concerning the Council, the Ombudsman assessed its decision to temporarily derogate from the standard way of taking decisions, and the implications this has had for the transparency of the process.

The Ombudsman asked the Commission about the transparency of the scientific advice it receives, its meetings with interest representatives, and its decisions related to emergency public procurement. The EIB provided the Ombudsman with information about how it ensures transparency and good administration while adopting measures to address the economic fallout of the crisis. In response to the Ombudsman’s questions, EMA said it was committed to ensuring the independence of how it assesses medicines for COVID-19 and to publishing clinical data about those medicines.



The Ombudsman also opened several complaint-based inquiries related to COVID-19, including the [Commission’s decision](#) not to grant paid extensions to projects affected by the COVID-19 pandemic. The complainants – researchers in the Marie Skłodowska-Curie Actions (MSCA) programme – argued that the measures taken by the Commission are insufficient, as they do not allow them to continue their research without additional funding. In a letter outlining her preliminary findings, the Ombudsman asked the Commission to consider providing the research community with a dedicated online platform through which they can raise problems they are facing due to COVID-19 restrictions. The Ombudsman also urged the Commission to continue its efforts to find solutions for all MSCA researchers whose work was affected by the COVID-19 crisis and to encourage the organisations that received grants to avail of these solutions. The inquiry continued into 2021.

2.2 Ethical issues

Following complaints by Members of the European Parliament and a civil society organisation, the Ombudsman opened an inquiry into the Commission’s decision to award BlackRock Investment Management a contract to carry out a study on integrating environmental, social and governance (ESG) objectives into EU banking rules. The Ombudsman's inquiry assessed how the Commission evaluated the company’s offer in the context of the call for tenders for carrying out the study.



The Ombudsman [found](#) that the company’s bid gave rise to concerns, since, as the world’s largest asset manager, it has a financial interest in the sector at issue in the study. Furthermore, the low price of the company’s bid could be perceived as part of a strategy to gain insights into, and influence over, the regulatory environment in this sector. As such, the Ombudsman found that the Commission should have been more rigorous in verifying that the company was not subject to a conflict of interest that may negatively affect its ability to execute the contract. However, given the limitations of EU rules on public procurement, the Ombudsman found that this did not amount to maladministration.

The Ombudsman suggested that the Commission update its guidelines on public procurement procedures for policy-related service contracts, giving clarity to staff as to when to exclude bidders due to conflicts of interest that may negatively affect the performance of the contract. The Ombudsman also suggested that the Commission consider strengthening the conflict of interest provisions in the Financial Regulation – the EU law governing how public procurement

procedures financed by the EU budget are conducted. The Ombudsman wrote to the EU legislators to draw attention to her decision, particularly with regard to the Financial Regulation.

2.3 Fundamental rights

In November 2020, the Ombudsman opened an inquiry into how the European Border and Coast Guard Agency (Frontex) deals with alleged breaches of fundamental rights. The aim of the inquiry is to assess the effectiveness and transparency of Frontex’s ‘complaints mechanism’ for those who feel their rights have been violated in the context of Frontex border operations, as well as the role and independence of Frontex’s ‘Fundamental Rights Officer’.



tweet 3: European Ombudsman
We have opened an inquiry concerning the functioning of Frontex.

- We will assess:
- the effectiveness and transparency of their 'complaint mechanism',
 - the role and the independence of their 'Fundamental Rights Officer'.

In opening the inquiry, the Ombudsman sent a set of [detailed questions](#) to Frontex regarding how and when Frontex will be updating the mechanism to reflect its expanded mandate; what happens to complainants who are faced with forced return while their complaint is still being processed; what appeal possibilities are open to complainants; how Frontex monitors complaints against national authorities; how those who have been affected by Frontex operations but are in non-EU countries can complain about alleged breaches of fundamental rights; and the role of the Fundamental Rights Officer in this process.

The Ombudsman also informed members of the European Network of Ombudsmen (ENO), with a view to their possible participation in the inquiry.

This own-initiative inquiry is a follow-up to the Ombudsman's recommendation in 2013 that Frontex set up an individual complaints

mechanism, and that its Fundamental Rights Officer be in charge of the mechanism. Since then, such a mechanism was put in place and further developed, with a view to providing safeguards for fundamental rights in the context of Frontex's expanding mandate, as well as ensuring increased accountability and redress for those impacted by its actions.

Another key [inquiry](#) linked to fundamental rights focuses on how the Commission seeks to ensure that the Croatian authorities respect fundamental rights in the context of border management operations. The complainant, Amnesty International, raised concerns about border management by the Croatian authorities, drawing attention to alleged human rights violations linked to 'pushbacks' of migrants and other border operations. The complainant raised doubts as to whether Croatia has set up a 'monitoring mechanism' – which it was obliged to do in the context of the EU funding it received – to ensure that border management operations are fully compliant with fundamental rights and EU law.

The Ombudsman set out a series of questions to the Commission, seeking to establish the nature of the monitoring mechanism and how the Commission has verified it has been set up. If it has been created, the questions seek to establish how the Commission has verified its effectiveness and, more generally, how the Commission ensures that border management operations that receive EU funds ensure respect for fundamental rights.

2.4 Transparency in environmental decision making

In 2020, there were several inquiries concerning how decisions related to the environment and sustainability issues are taken. A group of civil society organisations turned to the Ombudsman after the Commission failed to finalise an updated ‘sustainability impact assessment’ (SIA) before the conclusion of the Mercosur-EU trade agreement in June 2019. The complainants argued that, by not taking this step, the Commission disregarded its own guidelines on SIAs and breached the EU Treaties, which contain sustainability goals for EU trade. The complainants also raised concerns about the fact that the interim impact assessment was not published when public consultations on the trade negotiations were ongoing and that, when it was published, it did not contain the latest information.

The Ombudsman put a series of questions to the Commission, including on how it intends to use the final report and whether the standard procedure for SIAs was followed.

The Ombudsman also [looked into](#) how the Commission ensures that the sustainability of gas projects is assessed before their inclusion on the EU’s list of ‘Projects of Common Interest’ (PCIs) – cross-border energy infrastructure projects meant to help achieve EU energy and climate policy objectives. The Commission acknowledged that the sustainability assessment of candidate gas projects had been suboptimal, due to a lack of data and inadequate methodologies, and said it would update the criterion used for assessing the sustainability of projects that are candidates for inclusion on the next PCI list, which it will draw up in 2021. While the Ombudsman regretted that gas projects were included on previous PCI lists without having their sustainability properly assessed, she welcomed the Commission’s pledge to ensure that this update is in place before the decision is taken on the next PCI list.

In July, the Ombudsman opened [three inquiries](#) – based on complaints from one environmental group – related to the disclosure of environmental information by the European Investment Bank (EIB). One inquiry concerns the EIB’s refusal to grant public access to the minutes of meetings in which its management committee discussed the financing of a biomass project. The other two inquiries concern whether the EIB gives sufficient and timely environmental information about projects it finances either directly or indirectly.

2 Key topics



tweet 4: European Ombudsman
We made three suggestions to the European Commission in order to improve the approval process of 'active substances' used in pesticides:

- Approve only substances for uses deemed safe by the EFSA,
- Explain decisions in clear language,
- Further limit use of the 'confirmatory data procedure'.

In November, the Ombudsman closed an [inquiry](#) concerning how the Commission approves 'active substances' used in pesticides. In particular, the Ombudsman looked into the Commission's practice of approving active substances for which the European Food Safety Authority (EFSA) – the EU agency in charge of the scientific safety assessment – had identified critical areas of concern or had identified no safe use. The Ombudsman also revisited the Commission's practice of approving substances for which additional data confirming their safety is needed (the 'confirmatory data procedure'). In the context of her inquiry, the Ombudsman set out in detail to the Commission why she considers that its current practices raise concerns. She closed the inquiry with three suggestions to the Commission: that it approve substances based only on uses that have been confirmed to be safe by EFSA; that the approval process is fully transparent; and that its use of the confirmatory data procedure is further restricted.

In April, the Ombudsman [confirmed her finding of maladministration](#) against the Council for not agreeing to proposals to

improve the transparency of the decision-making process around the adoption of annual regulations setting fishing quotas. However, the Ombudsman welcomed the separate move by the Commission to make public documents related to proposals on fishing opportunities when they are transmitted to the Council.

2.5 Accountability in decision making



The Ombudsman has opened several inquiries aimed at improving the transparency of decision making, particularly by Member States in the Council. Her major inquiry in this area led to recommendations on improving legislative transparency in the Council, which were overwhelmingly supported by the European Parliament and many national parliaments. This led to some small but concrete improvements in 2020: the Council agreed to start proactively publishing progress reports on negotiations on draft laws, the Council mandate for negotiations with the European Parliament, and the calendar for trilogue meetings. These changes mark progress in one of the Ombudsman's key objectives –

ensuring that citizens know what decisions governments are taking on their behalf in Brussels. The Ombudsman continues to encourage the Council to pursue its efforts to improve legislative transparency, notably by recording the identity of Member States when they express positions on draft laws.

In another inquiry with important implications for accountable decision making, the Commission [agreed to implement measures](#) to strengthen the transparency and usefulness of its database detailing planned national technical regulations by Member States. Under the EU Single Market Transparency Directive, the Commission and Member States may examine national technical regulations that other Member States intend to introduce. The Commission runs a database giving the public access to information on the draft measures. However, Member States can request that their proposed measures remain confidential. The Commission said it plans to give a detailed explanation on its website about how it will treat comments by interested parties. The Commission also intends to highlight best practices when it comes to notifications by Member States, and will take stronger action if a Member State is suspected of abusing the right to make confidential notifications.

The Ombudsman in March concluded an [inquiry](#) into how the Commission ensures that scientific experts who advise it have no conflicts of interest. The inquiry was based on a complaint from a civil society organisation, which had raised concerns about the independence of experts who had contributed to a report on pesticides.

The inquiry focused more generally on the systems by which the Commission verifies the independence of experts that contribute under its 'Scientific Advice Mechanism'. The Ombudsman found these systems to be adequate but asked the Commission to ensure that, in future, all financial interests are included in experts' declarations of interests and that all such declarations are published.

2.6 Lobbying transparency



The challenge of so-called ‘revolving doors’ – where EU officials take positions in the private sector, or where individuals join the EU institutions from the private sector – is an area of particular focus for the Ombudsman. Revolving door moves can in some cases be damaging for the institutions themselves and damaging to the public perception of the EU.

In January, the Ombudsman opened an [inquiry](#) into the decision by the European Banking Authority (EBA) to allow its then executive director to take up a position as CEO of the Association for Financial Markets in Europe (AFME), an association representing banks and other financial institutions.

The Ombudsman found that the EBA should have forbidden the job move, and that the measures it put in place to prevent conflicts of interest were not sufficient to address the risks involved. She also found that, once the EBA had been notified of the planned move, it should have immediately

withdrawn the executive director’s access to confidential information.

The Ombudsman recommended that the EBA should, in future: forbid senior staff members from taking up certain positions after their term of office; set out criteria for when it will forbid such moves; and put in place internal procedures so that, once it is known that a staff member is moving to another job, their access to confidential information is immediately withdrawn.

In response to the Ombudsman’s recommendations, the EBA said it intends to forbid senior staff from taking up certain positions when they leave. It also adopted a procedure for assessing post-employment obligations on staff, and a policy whereby it will suspend access to confidential information for staff known to be moving to the private sector. The Ombudsman welcomed the steps taken by the EBA and closed the case.

It is also important for institutions to monitor revolving door moves at staff level in the EU institutions, with desk officers having access to policy information that can be useful for the private sector. In one [inquiry](#), a journalist turned to the Ombudsman because he sought public access to documents related to a corporate event attended by Commission staff members. He said he needed the documents to investigate whether a former Commission head of unit, who had taken up a position in a multinational company, acted in accordance with his legal obligations not to lobby former colleagues. While the Commission granted access to parts of the documents sought by the complainant, it refused to disclose the name of the former head of unit. The Ombudsman found that the former Commission head of unit must accept a certain degree of public scrutiny of his professional activities after his move to the private sector, and

2 Key topics

that the Commission's refusal to disclose the name of its former staff member therefore constituted maladministration.

Some inquiries concern the extent to which industry representatives or other interest groups have access to decision makers in the Commission, and how this access is documented. One such [inquiry](#) involved a journalist looking for documents related to a presentation by a biopharmaceutical company during a meeting with the Commission President in March 2020. The Ombudsman's inquiry is examining whether the Commission failed to provide sufficiently broad access to a presentation given at the meeting, failed to identify all documents related to this video conference, and failed to identify any documents related to other video conferences held in April 2020.

The Ombudsman's [inquiry](#) into corporate sponsorship of presidencies of the Council of the EU came to a successful close in June 2020 after the Council agreed to draw up guidance for Member States. The complainant, a German civil society organisation, had turned to the Ombudsman following sponsorship of the Romanian EU presidency (in the first half of 2019) by a major soft drinks company. The Ombudsman looked into the issue of sponsorship of presidencies more generally. In her recommendation, she noted that, as the presidency is part of the Council, its activities are likely to be perceived by the wider European public as being linked to the Council and the EU as a whole. The Ombudsman therefore found that the sponsorship of presidencies entails reputational risks which the Council should address. In addition to the Council's positive response, a number of Member States (including the German presidency in the second half of 2020 and future presidencies) indicated that they would no longer accept sponsorship in the context of their presidencies.

2.7 Access to documents

EU citizens have broad rights to access documents held by the EU institutions. The Ombudsman is a redress mechanism for those who face difficulties gaining access to these documents.



photo 3: Flowchart outlining the steps to follow in order to request public access to EU documents.

2 Key topics

Various Ombudsman inquiries in 2020 resulted in access being granted to documents that are of wider public interest. The Ombudsman closed an [inquiry](#) in November, after the Commission agreed to release information about miscellaneous costs – amounting to EUR 8 320 – incurred during an official visit by the then President of the European Commission to Buenos Aires to attend a G20 summit. The Commission also agreed to proactively disclose information on the nature of such miscellaneous costs in future.



The European Economic and Social Committee (EESC) agreed to release information – such as flight details, ticket costs and seating class – related to a business trip by an EESC delegation to Shanghai, China, in July 2019. Closing the [inquiry](#), the Ombudsman encouraged the EESC to establish a policy of proactive transparency about members' travel expenses.

Another [inquiry](#) concerned a request by a journalist for access to the reviews of the ethical, legal and social aspects of bids that the European Defence Agency

had received for carrying out defence research projects. The Ombudsman found that the EDA should not have taken such a restrictive approach to the reviews of those bids that had been awarded EU funding. The EDA agreed that successful proposals should not benefit from the same level of protection as unsuccessful proposals and gave the complainant almost unrestricted access to the documents in question.

The Ombudsman [examined](#) Europol's (the EU Agency for Law Enforcement Cooperation) refusal to provide access to various agreements it entered into with Member States to create 'Joint Investigation Teams' for combatting cross-border crime, and to documents regulating the Joint Liaison Task Force on Migrant Smuggling. The Ombudsman found that Europol was justified in refusing full access to most of the documents but should grant partial access to a document entitled 'The Joint Liaison Task Force – Migrant Smuggling, draft Process Description', which described the activity of the taskforce. Europol then granted partial access to the document, with redactions that the Ombudsman found justified.

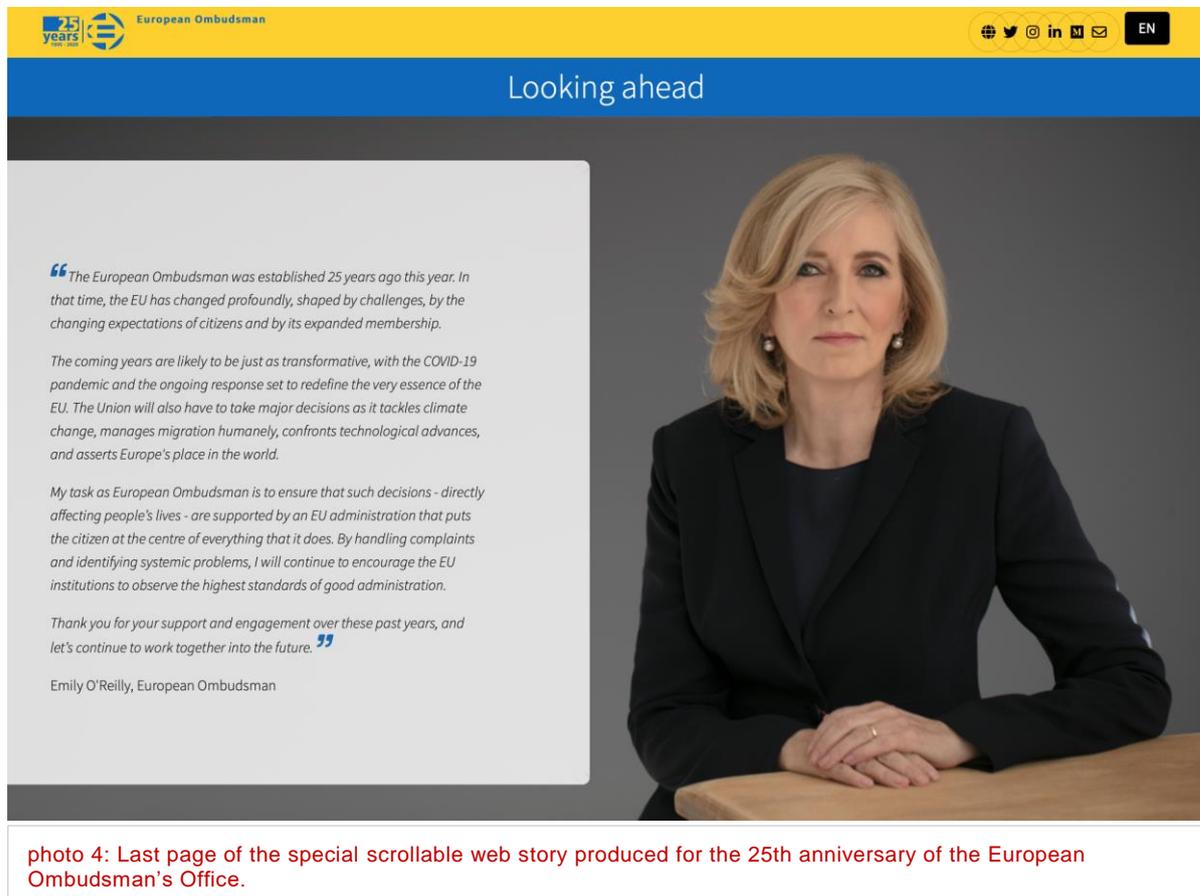
An [inquiry](#) concerning the European Council raised important questions about record keeping related to text and instant messaging. The complaint concerned a request for public access to mobile phone based messages sent by the President of the European Council to heads of state and government in 2018. The General Secretariat of the Council said that it did not hold any messages that would constitute a 'document', under the EU's rules on public access to documents. The complainants questioned this argument. The Ombudsman found no maladministration but noted that the EU institutions should reflect on how to ensure adequate record keeping when instant messages and texts are also used for communicating substantive information.

2 Key topics

In October, the Ombudsman opened an [inquiry](#) into how Frontex deals with requests for public access to documents after receiving two complaints concerning difficulties with Frontex's dedicated online portal for dealing with such requests. Ombudsman case handlers met with representatives from Frontex to discuss how the portal was set up, how it is operated and why the public cannot submit access to document requests by other means, such as email.

The Ombudsman carried out a review of the 'fast-track procedure' for dealing with complaints about public access to documents held by the EU institutions. This review demonstrated that these complaints are now being dealt much faster: four times faster in 2019 than in 2014. This is important given their often highly time-sensitive nature. However, the review also identified issues with the indicative timeline, as well as compliance by institutions with the Ombudsman's recommendations. This will help us to optimise the procedure and improve how it is framed to potential complainants.

3 25 years of the European Ombudsman



The European Ombudsman celebrated its 25th anniversary in 2020. Since being set up in 1995, the Office has handled over 57 000 complaints, conducted more than 7 300 inquiries and raised ethical and accountability standards across a range of areas and EU institutions.

Over the years, various innovations have helped ensure the Ombudsman continues to have an impact and remain relevant for citizens. These include creating the European Network of Ombudsmen, devoting designated case handlers to carry out strategic investigations and introducing a Fast-Track procedure for access to document complaints.

The main areas of the Ombudsman's work concern access to information and documents, accountability and public participation in EU decision making, problems with EU tenders and grants, and respect for fundamental and procedural rights.

Dealing with individual complaints is the core of the Office's work. However, in recent years, the Ombudsman has increasingly used own-initiative powers to help to tackle systemic problems in the EU administration.



photo 5: Emily O'Reilly presided the digital conference on the 25th anniversary of the European Ombudsman from the EP in Strasbourg, while some of the speakers were at the EP in Brussels.

As a result of Ombudsman inquiries, EU trade negotiations have become more transparent, the results of clinical trials of medicines evaluated in the EU are made public, complaints mechanisms have been set up for asylum seekers who feel their fundamental rights have been breached, and ethics rules for European Commissioners have been strengthened.

The Ombudsman has also focused on broad areas related to good

administration, such as improving the transparency of law making and making sure that rules on revolving doors are properly implemented.

The Office has influenced the behaviour of the EU administration by publishing guidelines on various issues, such as on: good administrative behaviour; the use of the EU's 24 official



tweet 8: European Commission For 25 years, the European Ombudsman has been working to ensure the respect of citizens' rights – as enshrined in the EU Charter of Fundamental Rights.

This is essential for maintaining public trust in the EU.

We are committed to working together ever more closely.

languages by the EU institutions; and how EU civil servants should interact with interest representatives. An Award for Good Administration – launched in 2016 – shines a spotlight on projects and actions by the EU administration that deliver real benefits for the public, and encourages the sharing of good ideas across the EU civil service.

The Office marked the 25th anniversary on social media, through a dedicated webpage and with a leaflet outlining the main achievements since it was set up. A mobile exhibition featuring highlights of the Ombudsman's work since 1995 was displayed outside the town hall in Strasbourg from October to November with the opening ceremony attended by Strasbourg Mayor Jeanne Barseghian. The exhibition then travelled virtually and physically to other public spots in the city. A special conference – 25 Years of the European Ombudsman – brought together high-level speakers to discuss the future of the Office. Among the broad range of issues discussed were the merits of giving the Ombudsman binding powers in relation to access to document requests, and the role of the Ombudsman in supporting national ombudsmen who are under pressure in their efforts to uphold the rule of law.



photo 6: The European Ombudsman with Jeanne Barseghian (left), Mayor of Strasbourg, and Julia Dumay (right), Deputy Mayor for European Relations and EU institutions, during the socially-distanced opening ceremony of the 25 years exhibition, outside the town hall in Strasbourg.

4 'Towards 2024'

In 2020, the Office drew up a new strategy 'Towards 2024', which sets out objectives and priorities for the current term. It builds upon the successful 'Towards 2019' strategy of the previous term, which aimed to increase the impact, visibility and relevance of the Office.



The strategy outlines the Ombudsman's mission to help support European citizenship by working with the EU institutions to create a more transparent, ethical and effective administration. It notes the changing context in which the Office operates and how it has shaped the public's understanding of what constitutes good administration.

It draws attention to the major policy issues facing the EU – such as climate change, the migration crisis, and rule of law problems within the EU – noting the importance of maintaining high ethical standards within the EU institutions so the public trusts the decisions and laws that are taken in the coming years.

The strategy aims to achieve four objectives:

- To make a **lasting positive impact** on the EU administration – priorities include developing a more systematic and substantive follow-up of the Ombudsman's work, and strengthening cooperation and dialogue with the EU institutions.
- To continue the **real-life relevance** of the Ombudsman's work – priorities include identifying the systemic trends in public administration, at EU and national levels, and assessing their implications for European democracy.
- Increasing **citizens' awareness** of the Ombudsman's work – priorities include developing a participatory approach with stakeholders and multipliers, such as civil society organisations, media, businesses, and other organisations.
- To further **increase the efficiency** of the Office's work – priorities include structuring the office, work processes and outreach in a flexible and adaptive way.

Concrete actions to achieve the objectives will be planned and evaluated on an annual basis.

5 Complaints and inquiries: how we help the public

The European Ombudsman helps people, businesses and organisations facing problems with the EU's administration by dealing with the complaints they submit, but also by proactively looking into broader systemic issues with the EU institutions.

With a view to streamlining how the Office deals with complaints and carries out inquiries, the Ombudsman's case-handling operations were streamlined in 2020, notably through the creation of a single Inquiries Directorate. This directorate brings together all staff dealing with complaints within the Ombudsman's mandate, which has helped further improve the consistency and efficiency of Ombudsman inquiries.

Despite the backdrop of the pandemic, there was no fall off in the core work of the European Ombudsman. The Ombudsman's online complaints system meant that complainants saw no disruption in the Office's ability to help them.

With a view to making it easier for the public to follow Ombudsman inquiries, and provide even greater transparency, the information about inquiries on the Ombudsman's website was improved and restructured in 2020. The changes include a central 'case page' for each inquiry, from which all relevant documents can also be accessed. Many of these case pages also now include a short descriptive overview of the inquiry and the latest developments.

The Office's diverse team of case handlers, and the website, reflect the Ombudsman's commitment to communicate with those seeking assistance in all 24 official languages of the EU. The website was also further improved in 2020, with a view to meeting high accessibility standards for persons with disabilities.

While the Ombudsman is not always in a position to inquire into all complaints received, the Office nonetheless tries to help all those who seek assistance, for example by providing advice on other possibilities for redress.

5.1 Type and source of complaints

5.1.1 Overview of complaints and strategic inquiries

The Ombudsman may open an inquiry only into complaints that are within her mandate and have fulfilled the necessary 'admissibility criteria', such as having previously tried to resolve the matter directly with the institution involved. However, the Ombudsman's Office endeavours to assist all those that submit complaints. The new office structure has led to further improvements in how the Ombudsman deals with complaints, with a further reduction in the amount of time taken to complete inquiries.

The themes of the Office's work derive from the Ombudsman's mandate and the complaints received, given these account for most cases. As with previous years, transparency remains the leading topic of complaints, and this is also reflected in the Office's strategic work.

Advice, complaints and inquiries in 2020	
20 302	People helped
16 892	Advice given through the Interactive Guide on the Ombudsman's website
2 148	New complaints handled
1 262	Requests for information replied to by the Ombudsman's services
370	Inquiries opened
365	Inquiries opened on the basis of complaints
5	Own-initiative inquiries opened
394	Inquiries closed
392	Complaint-based inquiries closed
2	Own-initiative inquiries closed

In addition to the Ombudsman's core work on complaints, the Ombudsman also conducts wider strategic inquiries and initiatives into systemic issues with EU institutions. In 2020, this included a series of inquiries and initiatives into the response by different EU institutions and agencies in the context of the COVID-19 crisis.

Topics of strategic work in 2020

Strategic inquiries

- How the European Border and Coast Guard Agency (Frontex) deals with complaints about alleged fundamental rights breaches through its 'Complaints Mechanism'
- Transparency of the Council of the EU during the COVID-19 crisis
- How the European Centre for Disease Prevention and Control gathered and assessed information during the COVID-19 crisis

Strategic initiatives (requests for clarification, not formal inquiries)

- Transparency of the European Commission's role in the EU response to the COVID-19 crisis
- Transparency of the European Investment Bank's measures in response to the COVID-19 crisis
- The role of the European Medicines Agency and its 'pandemic task force' during the COVID-19 crisis
- Transparency of the EU response to the COVID-19 crisis
- The use of official EU languages by the EU administration
- How the European Commission accommodates the needs of staff members with disabilities in the context of the COVID-19 crisis

5 Complaints and inquiries: how we help the public

National origin of complaints registered and inquiries opened by the European Ombudsman in 2020

Country	Number of complaints registered	Number of inquiries opened
Spain	379	21
Germany	228	54
Belgium	162	78
Poland	158	8
United Kingdom	122	32
France	105	24
Portugal	80	5
Italy	78	19
Romania	64	6
Greece	57	18
Netherlands	55	15
Ireland	55	14
Sweden	50	4
Hungary	48	3
Austria	40	11
Finland	34	5
Croatia	32	3
Bulgaria	32	2
Czech Republic	29	5
Denmark	25	7
Slovakia	23	1
Cyprus	21	1
Luxembourg	21	10
Slovenia	13	3
Malta	10	2
Latvia	7	2
Lithuania	6	3
Estonia	3	1
Other country	156	8
Not known	14	0
Total	2 107	365

5.1.2 Complaints outside the Ombudsman's mandate

In 2020, the European Ombudsman processed over 1 400 complaints that did not fall within her mandate, mostly because they did not concern the work of the EU administration. The greatest numbers of such complaints came from Spain, Poland and Germany.

Out of mandate complaints primarily related to problems citizens encountered with national, regional or local public bodies, national or international courts (such as the European Court of Human Rights) and private entities (including airline companies, banks or online businesses and platforms). In the main, citizens complained about issues concerning court cases, healthcare, consumer protection, employment and equal treatment.

The Ombudsman also received a variety of out of mandate complaints related to the COVID-19 crisis, such as on issues like healthcare, travel, employment and education, linked to measures national authorities put in place in response to the pandemic.

Other out of mandate complaints concerned EU institutions but related to political or legislative work.

The Ombudsman replied to all those seeking help in the language of their complaint. These replies explained the Ombudsman's mandate and, as far as possible, advised complainants to turn to other bodies that could help. These were chiefly, national and regional ombudsman institutions, the Commission, the Parliament, and other organisations and national institutions. With the complainant's agreement, the Ombudsman also transferred complaints to members of the European Network of Ombudsmen (ENO).

Where complainants were unhappy with specific EU legislation, the Ombudsman generally advised them to turn to the European Parliament's Committee on Petitions. She referred those who raised issues relating to the implementation of EU law to national or regional ombudsmen or to EU networks such as SOLVIT. Alternatively, the Ombudsman informed complainants about the possibility to submit an infringement complaint to the Commission.

Number of complaints 2016-2020

	Complaints outside the mandate of the European Ombudsman	Complaints inside the mandate of the European Ombudsman	Total
2016	1 169	711	1 880
2017	1 430	751	2 181
2018	1 300	880	2 180
2019	1 169	871	2 201
2020	1 430	728	2 148

5.2 Against whom?

Inquiries conducted by the European Ombudsman in 2020 concerned the following institutions

Complaint-based inquiries		
210	European Commission	56.8%
30	European Personnel Selection Office	8.1%
14	European External Action Service	3.8%
12	European Anti-Fraud Office	3.2%
11	European Parliament	3%
9	European Central Bank	2.4%
9	European Investment Bank	2.4%
34	EU agencies	9.2%
41	Other	11.1%

5.3 About what?

Subject matter of inquiries closed by the European Ombudsman in 2020

Transparency and accountability (e.g. access to information and documents)	97	55%
Culture of service	95	54%
Proper use of discretion (including in infringement procedures)	67	38%
Respect for procedural rights	59	34%
Recruitment	51	29%
Good management of personnel issues	42	24%
Respect for fundamental rights	38	22%
Sound financial management	24	14%
Other	11	6%
Ethics	10	6%
Public participation in EU decision making	7	4%
Whistleblowing	3	2%

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

5.4 Results achieved

Action taken by the European Ombudsman on new complaints dealt with in 2020

849	Advice given or case transferred to another complaints body	39.5%
934	Reply sent to inform the complainant that no further advice could be given	43.5%
365	Inquiry opened	17%

Evolution in the number of inquiries by the European Ombudsman

Year	Inquiries opened	Inquiries closed
2011	396	318
2012	465	390
2013	350	461
2014	342	400
2015	261	277
2016	245	291
2017	447	363
2018	490	545
2019	458	560
2020	370	394

Results of inquiries closed by the European Ombudsman in 2020

No maladministration found	187	47.5%
Settled by the institution, solutions achieved, solutions partly achieved	174	44.2%
No further inquiries justified	31	7.9%
Maladministration found, recommendation agreed or partly agreed	6	1.5%
Other	4	1%

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

Length of inquiry of cases closed by the European Ombudsman		
In 2013 (13 months on average)	In 2020 (less than 5 months on average)	
101 22%	223 57%	Cases closed within 3 months
171 37%	136 35%	Cases closed within 3 to 12 months
65 14%	26 7%	Cases closed within 12 to 18 months
124 27%	5 1%	Cases closed after more than 18 months ¹

5.5 Impact and achievements

One of the overarching goals of the European Ombudsman is to achieve, through her inquiries and other work, tangible improvements for complainants and the public vis-a-vis the EU administration. This can be partially measured in statistics, in terms of how the institutions responded to the Ombudsman's proposals. However, a purely statistical approach fails to capture the broader impact of Ombudsman inquiries. The Ombudsman's annual [Putting it Right? report](#), which looks back on the impact over the previous year, tried to capture this broader impact for the first time in this year's report (2019).

5.5.1 Broader impact

This impact includes inquiries in which the positive outcome was evident only after the inquiry was closed. Some of the Ombudsman's proposals are far-reaching, involve significant efforts and may imply reforming procedures and practices that have been in place for decades. In other instances, ongoing external momentum after an inquiry has closed may lead, at a later stage, to changes even though the institution may have responded negatively to a proposal while the inquiry was ongoing.

A specific example of this was the Ombudsman's inquiry into the process for appointing the Secretary-General of the European Commission, the EU's highest civil servant. The Ombudsman had asked the Commission to put in place a specific procedure for appointing its Secretary-General. In its reply to the Ombudsman, the Commission rejected her recommendation, and initially refused to make any changes. However, the Commission subsequently did as the Ombudsman recommended, towards the end of 2019, by initiating a specific appointment procedure for the post of Secretary-General, including a vacancy notice and a well-defined timeline. The new Secretary-General was selected in January 2020, following a transparent and fair procedure.

Another example concerns the issue of 'revolving doors' in the Commission. In 2018, the Ombudsman closed an inquiry into how the Commission handled the post-mandate employment of a former Commission President, and the role of its 'Ethics Committee' in this matter. The Commission rejected two recommendations and four out of five suggestions made by the Ombudsman. However, in 2019, in the context of a subsequent inquiry into how the Commission manages 'revolving doors', the Ombudsman made 25 proposals to ensure a more

¹ Some complex cases require several rounds of consultations with the complainant and the institution concerned.

5 Complaints and inquiries: how we help the public

systematic and effective approach to dealing with former staff members moving to the private sector or people moving from the private sector to the Commission. In response, the Commission pledged to put in place almost all of the Ombudsman's proposals regarding how it implements its rules on revolving doors. These included asking the person moving to the private sector to provide more information about the organisation they are going to, and more detail about the nature of their new job.

5.5.2 Acceptance rate

The Ombudsman's annual *Putting it Right?* report also recorded the statistical 'acceptance rate' for 2019, which showed that the EU institutions responded positively to the Ombudsman's proposals (solutions, recommendations and suggestions) in 79% of instances. This represents an improvement on the previous year, and is a positive reflection on the EU institutions, which sought to put right what they did wrong and, more generally, improve their administrative practices.

Overall, the EU institutions reacted positively to 93 out of the 118 proposals the Ombudsman made to correct or improve their administrative practices. Out of 17 institutions to which the Ombudsman made proposals, 10 complied fully with all solutions, suggestions and recommendations.

6 Communication and cooperation

6.1 Communication



The Ombudsman's digital communications continued to evolve and improve in 2020, with the website being transformed into a more dynamic content hub for the Ombudsman's work. The website now has a [news section](#), which includes easy-to-read news articles that delve into developments in prominent inquiries or explore other aspects of the Ombudsman's work. With a view to making it easier to follow Ombudsman inquiries, each inquiry now has a central 'case page', many of which also include a short teaser text explaining the inquiry and the latest developments. A new dedicated [section on public access to documents](#) was also launched.

In addition to regular content on the website, the Ombudsman's Office also started using other interactive online publication formats to make our work more interesting and accessible for a wider audience. A dynamic, [scrollable web story](#) about the European Ombudsman was developed to mark the Ombudsman's 25th anniversary. This is a format the Ombudsman's Office hopes to build on in the future.

The Ombudsman continued to expand the use of social media to provide information in a clear and engaging manner on what the Office does and who it helps, as well as providing updates and views on the latest developments in inquiries. On Twitter, in particular, the Ombudsman

6 Communication and cooperation

started to make use of more innovative ways to explain the Office's work, including through the use of threads. The Ombudsman's presence on our main platforms – Twitter, LinkedIn and Instagram – increased. Among the highlights of the year were the activities around the Ombudsman's 25th anniversary, which could be followed through the hashtag #EO25years.

In the context of the Ombudsman's work on the EU response to the COVID-19 crisis, the Office also provided an at-a-glance [infographic](#) and related [news article](#), giving an overview of the roles and responsibilities of different EU institutions and agencies. The Office also carried out a [campaign](#) to promote [Ombudsman's guidelines](#) to the EU administration on the use of official EU languages when communicating with the public.

In 2020, the fastest-growing channel was Instagram. The audience grew by 71% during the year (1 068 new followers). On LinkedIn, the number of followers increased by 34% (+ 1 237), while on Twitter, where the Ombudsman has the largest audience, the number of followers reached 29 200 in December 2020, which represents an 11% increase (+ 2 870).

The main communications event of the year was the annual conference, which was an occasion to mark the 25th anniversary of the European Ombudsman. With over 240 participants, the Ombudsman had to innovate to offer a quality online event. The conference made use of the Interactio platform and interpretation facilities provided by the European Parliament, to ensure real time interpretation. The Ombudsman also used Slido, an online platform for virtual events, enabling participants to ask questions and take part in polls in real time. This helped to make the conference truly interactive in spite of the challenges posed by its virtual nature

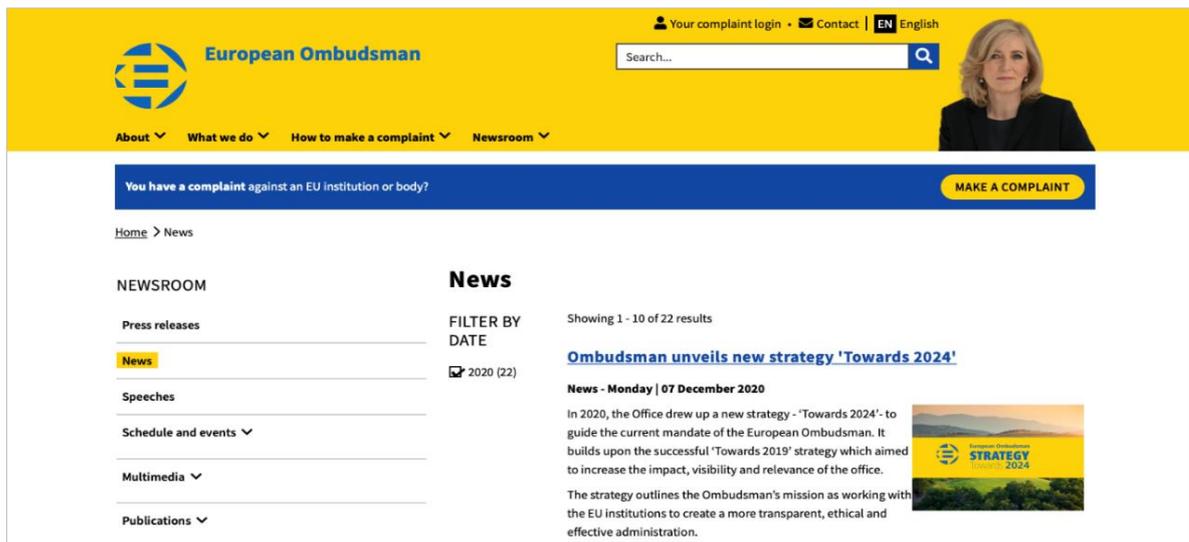


Photo 8: The news section provides a quick access to the different highlights of the work of the institution.

6.2 Relations with EU institutions

6.2.1 European Parliament

Following her re-election at the end of 2019, European Ombudsman Emily O'Reilly continued consolidating the strong ties between her Office and the European Parliament, a fundamental partner for the Ombudsman. In 2020, the Ombudsman addressed a plenary session of the European Parliament and, despite the difficulties posed by COVID-19, continued to hold regular video meetings with Members of the European Parliament from all sides of the political spectrum. The Ombudsman was also invited to speak at several meetings of different Parliament committees, as well as workshops relevant to the Office's work. Due to the pandemic, the handover of the Ombudsman's Annual Report to the European Parliament President took place through email on 5 May 2020.

6.2.2 Committee on Petitions



The Ombudsman and the European Parliament's Committee on Petitions cooperate to address European citizens' concerns regarding the accountability of the EU institutions. In 2020, the relationship between the Committee on Petitions and the Ombudsman was further strengthened. The Ombudsman took part in various committee meetings and there was continuous communication between the Ombudsman's

Office and the Committee. Various resolutions of the Committee referred to the Ombudsman's work, particularly on the rights of persons with disabilities in the COVID-19 crisis. In the context of the 25th anniversary of the European Ombudsman's Office, Emily O'Reilly was delighted to receive messages of congratulations and best wishes for her work from several MEPs, and particularly from the Chair of the Petitions Committee, who also participated in the conference organised to mark the occasion.

6.2.3 European Commission



The European Commission is the EU's executive and has the largest administration of any EU body. It is only natural that the largest proportion of complaints to the Ombudsman concern the work of the Commission. The working relationship between the Commission and the Ombudsman was again very constructive in 2020, and Vice-President Maroš Šefčovič was a keynote speaker at the 25th anniversary conference. Close

contacts were also maintained at services level to ensure that complainants' concerns could be addressed effectively.

6.2.4 Other institutions, agencies and organisation

It is important for the Ombudsman to also maintain fruitful relations with the other institutions, agencies, bodies and offices. In 2020, the Ombudsman was in contact with the heads of the European Investment Bank, the European Court of Auditors and the European Medicines Agency. The relations with different parts of the EU administration is an integral part of the Ombudsman's strategy 'Towards 2024'. Only through close cooperation can a long-lasting and positive impact on the EU administration be achieved.

6.2.5 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](#) (UN CRPD). In 2020, the Ombudsman was chair of the EU Framework.

Together with the European Disability Forum, the European Parliament and the EU's Fundamental Rights Agency, the Ombudsman sent a joint letter to the European Commission, presenting the [EU Framework's views](#) on what a more ambitious and comprehensive post-2020 European Disability Strategy should contain. To this end, in July 2020, the EU Framework met Commissioner for Equality Helena Dalli, to continue the dialogue on the upcoming European Disability Strategy. European Ombudsman Emily O'Reilly also addressed a workshop that was organised by the European Parliament's Committee on Petitions on the disability strategy.



In June 2020, the Ombudsman launched a [strategic initiative](#) on how the Commission accommodates the special needs of staff members with disabilities in the context of the COVID-19 emergency. The Ombudsman wrote to the Commission, setting out a series of questions on issues such as the measures in place for remote working and health insurance, as well on lessons that could be learned for the Commission's wider interaction with members of the public with disabilities. The Ombudsman is currently assessing the Commission's reply, having sought the input of organisations representing persons with disabilities.

The Ombudsman [inquired into a complaint](#) on the use of European Structural and Investment Funds (ESI funds) for the construction of institutional care facilities for persons with disabilities in Hungary and Portugal. The complainant considered that the Commission should have taken action with regard to these projects, as they are at odds with the EU's obligations to ensure

people with disabilities are supported to live in community-based settings. After carefully examining the measures taken by the Commission, the Ombudsman closed the inquiry making suggestions for improvement, and will continue to monitor this important matter.

In the same area, the Commission [has responded](#) positively to suggestions made by the Ombudsman in her [inquiry](#) into how it dealt with allegations of human rights abuses in a social care institution for persons with disabilities. Following the Ombudsman's suggestion, the Commission stated that EU funds should, to the greatest extent possible, not be used to maintain institutions and should instead be used to support deinstitutionalisation.

The Ombudsman also [dealt with a complaint](#) concerning delays in the applicable procedure for reintegrating a staff member with disabilities. The Ombudsman closed the case after the Commission stated that it had reactivated the procedure to reintegrate the complainant.

6.3 European Network of Ombudsmen



The implications of the pandemic clearly affected working methods and procedures of many public bodies and transnational entities. This was naturally also the case for the European Network of Ombudsmen (ENO), which is an informal network consisting of 96 offices in 36 European countries and also includes the European Parliament’s Committee on Petitions.

European Ombudsman Emily O’Reilly was in direct contact with members of the ENO from an early stage in the crisis, with a view to ascertaining how the network could best serve its members. Building on this, the European Ombudsman organised and hosted a webinar on 12 May 2020 on the implications of COVID-19 for ombudsmen. This webinar brought together ombudsmen or their equivalents from 33 member organisations, with a view to sharing experiences and

promoting best practices in the crisis response.

The normal yearly focal point of the ENO, the annual conference, also took place in digital format. On 26 October (the same day as the Ombudsman’s 25th anniversary conference), 106 participants from across Europe joined virtually to the network conference. In addition to the anniversary and the debate on the future of the European Ombudsman, the network conference discussed future cooperation over the coming term and possible topics and modalities for future parallel inquiries. The conference, which had a keynote address from Commissioner for Jobs and Social Rights Nicolas Schmit, also provided another opportunity to discuss the COVID-19 crisis and anticipate how this will affect the work of ombudsmen over the coming years.

Complainants advised to contact other institutions and bodies by the European Ombudsman in 2020 and complaints transferred (849 in total)

National administrations and other organisations	322	38%
Member of the European Network of Ombudsmen	395	46%
National or regional ombudsman or similar body	359	42%
European Parliament's Committee on Petitions	36	4%
European Commission	85	10%
SOLVIT	24	3%
Other EU institutions, bodies or agencies	23	3%

7 Resources

7.1 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 2020, budgeted appropriations amounted to EUR 12 348 231.

With a view to ensuring the effective management of resources, the Ombudsman's internal auditor regularly checks the 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.

7.2 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 2020 Annual Management Plan is the sixth to be based on this strategy. In December 2020, the Ombudsman adopted a new strategy, '[Towards 2024](#)'.

The Ombudsman has a highly qualified multilingual staff. This ensures that the Office can deal with complaints in the 24 official EU languages and raise awareness about the Ombudsman's work throughout the EU. In March 2020, in response to the COVID-19 pandemic, the Ombudsman's Office made an efficient and quick transition to become a digital workplace, with no interruption to the core complaint-handling work. In 2020, there were 69 posts in the Ombudsman's establishment plan, in addition to which, there was an average of eight contract agents working with the Office, while 13 trainees gained work experience over the course of the year.



photo 11: Rosita Hickey was appointed Director of Inquiries in 2020.

In September 2020, Rosita Hickey, who has been working in the Ombudsman's Office since 2001, was appointed Director of Inquiries following an open competition.

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 2019

December 2020

EN



Table of contents

Table of contents	2
Foreword	3
Report	4
1. Introduction	4
2. Outcomes in Ombudsman cases	4
a. Cooperation on cases closed in 2019	5
b. Solutions	6
c. Recommendations	8
d. Suggestions	9
3. Positive influence	11
a. Impact over time	11
b. Strategic initiatives	12
c. Cases settled	13
4. Conclusions	13



Foreword

I am pleased to present this year's 'Putting it Right?' report, which assesses how the EU institutions responded to proposals made in our inquiries that were closed in 2019. The EU institutions cooperated satisfactorily in 79% of instances in 2019, which represents an improvement on the previous year. This is a positive reflection on the EU institutions, which sought to improve their administrative practices.

The institutions reacted positively to 93 out of the 118 proposals we made to correct or improve their administrative practices. Out of 17 institutions to which we made proposals, 10 responded satisfactorily to all solutions, suggestions and recommendations that we proposed. While not all institutions reacted to all our proposals in a satisfactory way, these proposals nonetheless increased their awareness of concerns with their practices. That, in itself, should contribute to a heightened sensitivity to what the public expects and, ultimately, to better administration.

While the figure of 79% captures responses from the institutions to my proposals at a particular point in time, it does not fully capture the impact of our work over time. For that reason, this year's report also looks at the wider impact of Ombudsman inquiries and initiatives.

This impact includes, for instance, change linked to initiatives I took without opening an inquiry, or matters solved by institutions while an Ombudsman inquiry was ongoing. However, crucially, it also includes the outcomes of certain inquiries in which the impact was evident only after the inquiry was closed. Some of our proposals are far-reaching, involve significant efforts and may imply reforming procedures and practices that have been in place for decades. In other instances, ongoing external momentum after an inquiry has closed may lead, at a later stage, to changes even though the institution may have initially responded negatively to a proposal.

The EU administration performs in general to a high standard, and I would like to think that we have all seen the benefit of that during this difficult year, marked by the COVID crisis. I have sought to recognise some of these good administrative practices through the 'Award for Good Administration', which is held every two years, and look forward to doing so again in 2021.

Emily O'Reilly
December 2020



Report

1. Introduction

This report gives an account of how the EU institutions¹ responded to the Ombudsman in cases closed in 2019. The Ombudsman can make proposals in the form of solutions, recommendations and suggestions. The Ombudsman can also promote improvement through strategic initiatives, which are not formal inquiries, or prompt an institution to settle a matter even before a formal solution proposal or recommendation is made.

Section 2 explains what Ombudsman solutions, recommendations and suggestions are. It looks into the outcome of the Ombudsman's work, assessing the extent to which EU institutions accept Ombudsman proposals.

Section 3 analyses the qualitative impact of the Ombudsman's work that cannot be measured through statistics. This includes, for instance, change prompted by strategic initiatives or matters solved by institutions while an Ombudsman inquiry was ongoing. This section also looks into the outcome of inquiries in which the impact was evident only after the inquiry was closed.

Both sections include summaries of cases warranting a 'special mention' as leading examples.

2. Outcomes in Ombudsman cases

The Ombudsman helps individuals, companies and associations that have problems with an EU institution². At the same time, the Ombudsman serves the wider 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.

The Ombudsman can require the institution to provide information, inspect its files and take testimony from its staff members. These powers are set out in the Statute of the Ombudsman³ ('the Statute'). When necessary or appropriate, the Ombudsman can call on the institution to revise its position, provide redress or make general changes for the future. If the institution's reply to a finding of maladministration is unsatisfactory, the Ombudsman can draw political attention to a case by making a 'special report' to the European Parliament.

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

² 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.

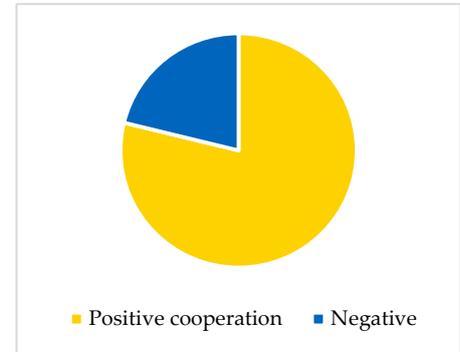
³ European Parliament Decision 2008/587 of 18 June 2008, amending Decision 94/262 on the regulations and general conditions governing the performance of the Ombudsman's duties, OJ 2008 L 189, p. 25.



a. Cooperation on cases closed in 2019

The acceptance rate is the percentage of positive replies to the total number of proposals (solutions, recommendations and suggestions) made by the Ombudsman.

There was an overall acceptance **rate of 79%** with the Ombudsman's proposals in cases closed in 2019. That is, the institutions reacted positively to 93 out of 118 proposals that the Ombudsman made to correct or improve their administrative practices.⁴



The rate varies from one institution to another. Out of 17 institutions, 10 had a 100% acceptance rate in 2019. The Commission, which accounts for most of the cases in which the Ombudsman made proposals, due to the size of its administration, had an acceptance rate of 75%.

Table 1 - Overall acceptance of Ombudsman proposals by institution:

Institution	Solutions, recommendations and suggestions	Satisfactory replies
European Parliament	2	0
European Commission	71	53
European Anti-Fraud Office	5	4
European Asylum Support Office	5	5
European Aviation Safety Agency	1	1
European Border and Coast Guard Agency	5	5
European Centre for the Development of Vocational Training	1	1
European Chemicals Agency	3	3
European Data Protection Supervisor	1	1
European External Action Service	6	5
European Food Safety Authority	1	1
European Investment Bank	3	2
European Medicines Agency	4	4
European Personnel Selection Office	7	6

⁴ The statistics in this report do not include cases 1946/2018/KR and 757/2017/PB in which we are waiting on replies from the General Secretariat of the Council and the European External Action Service, respectively.



European Securities and Markets Authority	1	1
European Union Agency for Cybersecurity	1	1
Innovation and Networks Executive Agency	1	0
Total	118	93

b. 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 Statute.⁵

EU institutions accepted 6 out of 10 solutions proposed by the Ombudsman in cases closed in 2019.⁶

Table 2 - Acceptance of solution proposals by institution:

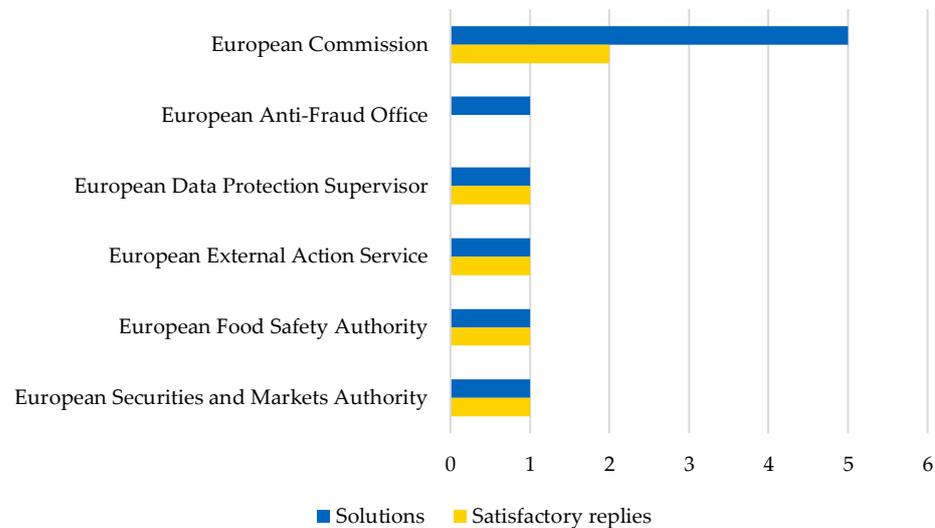
Institution	Solutions	Satisfactory replies
European Commission	5	2
European Anti-Fraud Office	1	0
European Data Protection Supervisor	1	1
European External Action Service	1	1
European Food Safety Authority	1	1
European Securities and Markets Authority	1	1
Total	10	6

⁵ 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.”

⁶ In order to avoid double counting, the statistics do not include one solution proposal made in case 805/2018/MIG that was followed by a recommendation.



Chart 2 - Acceptance of solution proposals by institution:



Examples of positive cooperation:

Case 860/2018/THH on the European Food Safety Authority’s refusal to grant public access to declarations of interest of middle management staff

An inquiry into the European Food Safety Authority’s (EFSA) refusal to grant public access to the declarations of interest of middle management staff resulted in EFSA adopting a new transparency policy in this area. Under the revised policy, EFSA makes public the declarations of interest of all management staff. EFSA also followed the Ombudsman’s request to make public the declarations of interest of its Chief Scientist, Senior Science Coordinator and Senior Policy Adviser. The Ombudsman was also pleased to note that EFSA has in place an appropriate system for processing access to document requests.

Case 357/2019/FP on the European Securities and Markets Authority’s refusal to grant public access to documents relating to contacts with stakeholders

An academic complained to the Ombudsman after the European Securities and Markets Authority (ESMA) withheld access to certain documents concerning meetings it had with industry representatives on a particular issue. The Ombudsman looked into the matter and found that ESMA held internal notes about these meetings, which it should have considered disclosing. Following the Ombudsman’s inquiry, ESMA disclosed parts of eight documents. The Ombudsman also asked that, in the future, ESMA indicate whether its online library of information for the public contains detailed records of its meetings with lobbyists.



c. Recommendations

The Ombudsman may make formal recommendations whenever she finds maladministration. If the recommendation is accepted, the Ombudsman closes the case, welcoming this cooperation. If the recommendation is rejected by the institution, the Ombudsman may close 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 wider significant public interest.

As in previous years, in 2019 the acceptance rate for formal recommendations is clearly lower than the rate for Ombudsman solution proposals and suggestions. This is possibly because recommendations are based on a finding of maladministration. By the time an inquiry reaches that point, positions may have become entrenched, making it more difficult to reach a positive outcome.

Table 3 - Acceptance of recommendations by institution:

Institution	Recommendations	Satisfactory replies
European Parliament	2	0
European Commission	13	3
European Investment Bank	3	2
European Personnel Selection Office	3	2
European Border and Coast Guard Agency	2	2
European Union Agency for Cybersecurity	1	1
Innovation and Networks Executive Agency	1	0
Total	25	10

Examples of positive cooperation:

Case 758/2017/MDC on the European Border and Coast Guard Agency's (Frontex) language policy

The case concerned a request to obtain a document in Italian from the European Border and Coast Guard Agency (Frontex). The Ombudsman looked into Frontex's language policy in its external communications and recommended that Frontex make general information available on its website in all official EU languages. She also recommended that Frontex publish its language policy on its website in all official EU languages. Frontex accepted her recommendations.



Case 723/2018/AMF on how the European Union Agency for Network and Information Security handled a procurement procedure for organising an event

A Spanish company complained to the Ombudsman after the European Union Agency for Network and Information Security (ENISA) failed to reply to the questions it submitted while preparing its tender for a contract, even though ENISA had replied to questions from another tenderer. The Ombudsman found that this was maladministration and recommended that ENISA compensate the complainant for the time and resources invested in preparing its tender. ENISA accepted the Ombudsman's proposal and offered the company an 'ex-gratia' payment of EUR 2 500. The complainant was satisfied with the outcome and the Ombudsman closed the case.

d. 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.

A total of 83 suggestions were made in cases that were closed in 2019.⁷ The follow-up to suggestions was **satisfactory in 93% of the cases**, which is higher than last year's rate of 82%.

Table 4 - Acceptance of suggestions by institution:

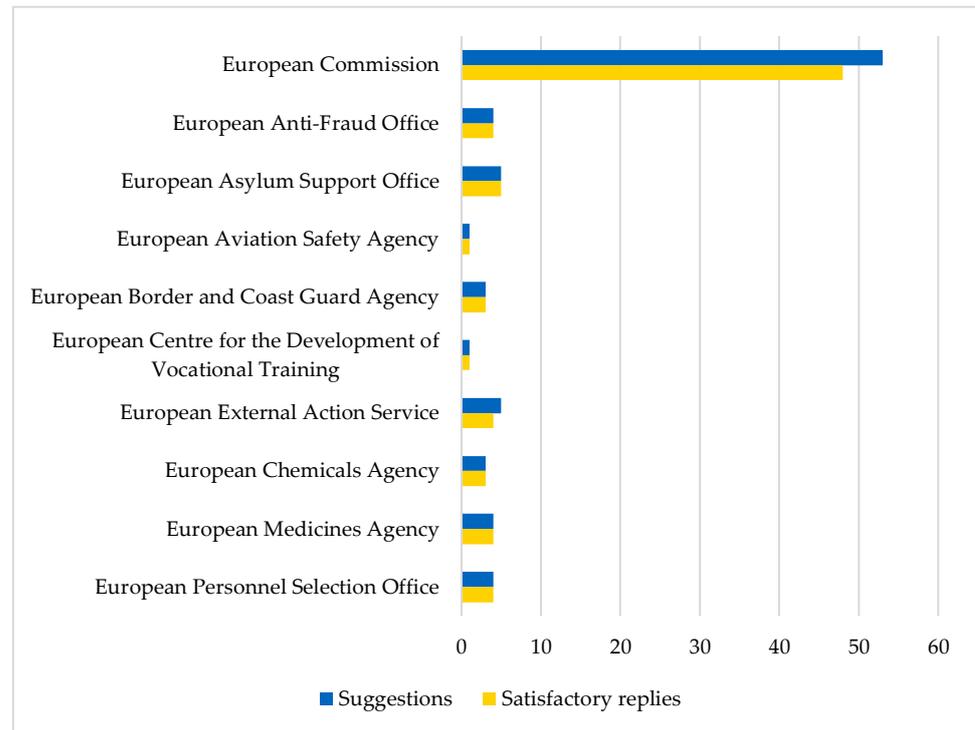
Institution	Suggestions	Satisfactory replies
European Commission	53 ⁸	48
European Anti-Fraud Office	4	4
European Asylum Support Office	5	5
European Aviation Safety Agency	1	1
European Border and Coast Guard Agency	3	3
European Centre for the Development of Vocational Training	1	1
European External Action Service	5	4
European Chemicals Agency	3	3
European Medicines Agency	4	4
European Personnel Selection Office	4	4
Total	83	77

⁷ The five suggestions made to Council in case 1946/2018/KR and the three suggestions made to the EEAS in case 757/2017/PB were not counted because the institutions have not yet replied to them.

⁸ In inquiry OI/3/2017/NF on the Commission's management of 'revolving doors' situations concerning EU staff, the Ombudsman made 25 suggestions, out of which 21 were accepted by the Commission.



Chart 4 - Acceptance of suggestions by institution:



Examples of positive cooperation:

Case 1139/2018/MDC on the conduct of experts in interviews with asylum seekers organised by the European Asylum Support Office

The Ombudsman dealt with a case concerning how the European Asylum Support Office (EASO) conducted an interview with an asylum seeker. The complainant, NGO Advocates Abroad, raised serious concerns about the interview with an asylum seeker, who was subsequently deported. EASO acknowledged that the interviewer had pursued an inappropriate line of questioning and that there had been problems with the interpretation. Following the Ombudsman's suggestion, EASO confirmed that it was setting up a complaints mechanism. It also said that it would immediately and systematically inform national authorities if it discovers that significant errors have been made during interviews with asylum seekers.

Case 417/2018/JF on how the European Commission dealt with allegations of human rights violations in a home for persons with disabilities co-funded by the EU

The Ombudsman dealt with a complaint on how the European Commission dealt with allegations of human rights violations in a home for persons with disabilities in Hungary, which was co-funded by the EU. She expressed concern that the Commission's interpretation of a key provision of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), on independent living, was at odds with that of the UN body that is responsible for monitoring the UNCRPD. In reply to the Ombudsman's suggestions, the Commission agreed to pay particular attention to ensuring that the UNCRPD is adequately taken into account during the preparation and implementation of EU funding programmes.



3. Positive influence

This report records acceptance of the Ombudsman's proposals at a particular point in time. However, measuring the impact of the Ombudsman's work requires going beyond the quantitative acceptance rate.

The Ombudsman's investigations can raise difficult questions and draw attention to systemic, wide-ranging issues. Addressing these can take time with the result that some positive changes cannot be reflected in the yearly figures.

Impact can also be achieved by heightening debate around a topic. The work of the Ombudsman, together with Parliament, civil society and many others, can have an important "deterrent effect" in preventing maladministration. Institutions are aware that administrative action falling short of the high standards the public expects might give rise to an Ombudsman inquiry or to wider scrutiny. In this sense, the statistics do not fully reflect the impact of the Ombudsman's work.

Finally, the acceptance rate does not show where or how often Ombudsman inquiries prompt immediate changes from institutions, even before the Ombudsman makes a formal proposal. Such inquiries are considered to have been "settled" by the institutions.

a. Impact over time

Some of the changes the Ombudsman asks the institutions to make are far-reaching, involve significant efforts and may imply reforming procedures and practices that have been in place for decades. Such changes take time and may occur too late to be captured in the Ombudsman's annual calculations.

In other instances, the pressure exerted by a particular investigation focuses greater public attention on an issue and this in turn can lead, at a later stage, to the reversal of a negative response to a proposal.

Examples:

Joint cases 488/2018/KR and 514/2018/KR on the European Commission's appointment of a new Secretary-General

In the Ombudsman's inquiry into the process leading to the appointment of the Commission's highest civil servant, she asked the Commission to put in place a specific procedure for appointing its Secretary-General. While the Commission initially refused to accept the Ombudsman's recommendation, it subsequently did as the Ombudsman recommended, towards the end of 2019, by initiating a specific appointment procedure for the post of Secretary-General, including a vacancy notice and a well-defined timeline.



Case OI/3/2017/NF on how the European Commission manages ‘revolving doors’ situations of its staff members

In 2018, the Ombudsman closed an inquiry into how the European Commission handled the post-mandate employment of a former Commission President, and the role of its ‘Ethics Committee’ in this matter. The Commission rejected two recommendations and four out of five suggestions made by the Ombudsman. However, in 2019, in the context of a subsequent inquiry into how the Commission manages ‘revolving doors’, the Ombudsman made 25 suggestions to ensure a more systematic and effective approach to dealing with former staff members moving to the private sector or people moving from the private sector to the Commission. The Commission pledged to put in place almost all of the Ombudsman’s proposals regarding how it implements its rules on revolving doors. These included asking the person moving to the private sector to provide more information about the organisation they are going to, and more detail about the nature of their new job.

b. Strategic initiatives

The Ombudsman may choose to pursue strategically important topics without launching an inquiry, by opening a so-called ‘strategic initiative’⁹. 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 2019, the Ombudsman opened two¹⁰ strategic initiatives and closed eleven.

Example:

Strategic Initiative with the European Commission on the negotiations on the UK’s withdrawal from the EU (SI/1/2017/KR)

Before the Brexit negotiations started, the Ombudsman wrote to the Commission and the Council calling for the proactive publication of key negotiating documents. In 2019, the Ombudsman closed the two-year long initiative monitoring the Brexit negotiations by praising the generally high level of transparency. She urged the European Commission and Council to maintain these standards in any future negotiations on the relationship between the EU and the UK. Positive steps by the Commission’s ‘Brexit Taskforce’ included the publication of over 100 negotiating documents, making the Chief Negotiator’s calendar publicly available, and meeting only registered lobbyists. The Council also published the negotiating directives and guiding principles on transparency.

⁹ 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>.

¹⁰ This includes strategic initiative SI/4/2018/TE opened in December 2019, after the 2018 Putting it Right Report was published.



c. Cases settled

The Ombudsman can close an inquiry at an early stage without proposing a solution if the institution spontaneously solves the problem or addresses the possible maladministration after being informed about the issue.

In 2019, the Ombudsman considered that the institutions had taken the necessary steps to settle the matter in this way in **178 cases**.

Example:

Case 279/2018/JN on the European Commission's decision to recover funds from a company that participated in an EU-funded project in Namibia

The complaint concerned a Germany company that participated in an EU-funded project on improving the capacity of Namibia's national authorities to manage EU funds and programmes. The company turned to the Ombudsman after the European Commission recovered around EUR 100 000 from it, following an audit.

While the Ombudsman's inquiry was ongoing, the Commission approached both the complainant and the Namibian authorities to find a solution. Since the Namibian authorities accepted partial financial responsibility, the Commission repaid the complainant nearly all the amount it had previously recovered.

4. Conclusions

In a clear majority of the inquiries covered by this year's review, the institutions replied satisfactorily to the Ombudsman's proposals. However, while the institutions' acceptance of solution proposals and suggestions is high, this is not the case for recommendations. This may be due to the fact that, by the time inquiries reach the point where the Ombudsman makes a formal recommendation, the institutions are less open towards changing their position. This is especially true for complaints relating to Regulation 1049/2001 on public access to documents, where the institution has already taken a formal decision in response to the 'confirmatory application' appeal.

However, as described above, the acceptance rate does not capture all the efforts made by institutions to improve their administration and to address issues raised in Ombudsman inquiries. The Ombudsman attempts to recognise some of these good administrative practices through the 'Award for Good Administration', which is held every two years.

The Ombudsman will continue to work with the institutions to bring about change, both immediately in response to individual complaints and, more generally, over time.



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