



**Council of the European Union**  
General Secretariat

Directorate-General Communication and Document Management  
*The Director-General*

# 2015 ANNUAL ACTIVITY REPORT OF THE AUTHORISING OFFICER BY DELEGATION

APRIL  
2016

For the attention of the Secretary-General of the Council

## I. INTRODUCTION - MISSION STATEMENT

The Directorate-General for Communication and Document Management ('DGF') provides and stores information about the activities of the European Council and the Council. The DG is the interface between the public and these institutions. It offers factually accurate, impartial and timely information about their role and activities and about EU policies.

Responsible for external communication, DGF advises the European Council and the Council, their presidents and other related entities such as the Euro Group. It provides them with a communication infrastructure, services, and communication and information products of a quality which meets their needs and the needs of their audiences.

Through document and information management and the provision of transparency, including internal and external access to documents, DGF supports the European Council, the Council, their presidents, other related entities and the General Secretariat of the Council (GSC). It contributes to the institutions' openness and public accountability by keeping records, creating and publishing archives and by implementing the institutions' obligations on legislative transparency and public access to documents.

## II. PERFORMANCE OF DUTIES

### A) PERFORMANCES / ACHIEVEMENTS

The year 2015 witnessed an unprecedented level of activity for the Media and Communications Directorate.

The economic situation in Greece and the ongoing migration crisis in particular led to continuous and sustained interest from the media and the wider public in the Council and European Council, as well as in meetings of the Euro Group and Euro Summit. This generated significant demands in our dual role of providing timely, accurate and objective information to the media and the public on the full range of Council activities and communication support to our stakeholders.

The transition to and development of a new public website gave a stronger platform for the institutions' information and communication output. A merger of three pre-existing sites, the new website features modern visual design, new information architecture, high-quality multilingual content and a range of new functionalities. Products for press and public have become more attractive, more accessible, and more easily shared. It has also offered more and better possibilities for integration of audio-visual material and has been accompanied by more complementarity between written and audio-visual content.

Over the course of the year the Media Relations Unit has provided background briefings and press releases, and has organised press briefings and conferences for a total of 112 official meetings (European Council, Euro Summit, Council and Euro Group), as well as for an EU-Latin America and EU-Turkey summit. It has also provided full media support for the co-hosted summits of the Eastern Partnership in Riga and the Valletta migration summit. In addition to these corporate activities, it has continued to provide direct assistance to the President of the European Council, the rotating Presidency, the High Representative and the President of the Euro Group.

In the area of social media, the Council's corporate accounts were further developed, and the support to the rotating presidencies and the European Council President was stepped up. These activities have grown significantly in the course of the year, during which we also launched the Council Instagram page.

Extensive media monitoring and analysis was provided to stakeholders through a range of products. The number of specific media reports provided to the President of the European Council has continued to increase, with over 90 reports drawn up during the year - a significant increase compared to 2014. There has been a corresponding increase in the demand for more ad hoc media monitoring on particular topics. Inter-institutional cooperation has intensified, with the implementation of a Memorandum of Understanding (MoU) with the Commission on the sharing of media monitoring products, and ongoing contacts with the European Parliament and EEAS. This has enabled the sector to be more flexible in responding to requests for monitoring and analysis of key events from stakeholders.

For the Media Operations Unit, the very large number of events during the year, some of which had to be organised at very short notice, was a major challenge that called for extraordinary and dedicated efforts by all members of the unit.

The audiovisual sector provided the necessary GSC host broadcast services to the media during the many high-level events of the year, delivering images and transmitting video and audio signals through a host feed. Another important service provided by the sector was the live video streaming during the year of more than 350 webcasts totalling more than 330 hours of public Council sessions, press conferences, arrivals, doorstep statements, signing ceremonies and other events. A framework contract for live video streaming services was concluded with a new contractor and the installation and setup phase finalised for the end of the year. Furthermore, the sector produced a range of video content such as video messages by the President of the European Council or other institutional representatives, preview and highlight clips for each Council meeting, thematic and explanatory videos on topics discussed at the Council, a documentary film on the EU's founding fathers in 24 languages, and an inter-active map with a collection of video stories showing EU action at various levels in the migration crisis. The photographers in the sector ensured a comprehensive photographic coverage of the various events during the year, as well as many of the missions by the President of the European Council.

The audiovisual production facilities of the Council were further upgraded in 2015 in order to handle the increasing volume of video coverage generated by many important media events and the increasing demand by journalists for fast and high-quality (HD) video material illustrating the Council's activities. By the end of the year 16 000 subscribers were registered in the Newsroom platform, allowing press to view, download and embed the Council's video and photo output in high resolution.

The press centre team continued to provide services to media and delegations on the press centre premises covering the main press room, the national press briefing rooms and the press bar. The team also managed the press at the VIP entrance and organised camera/photo pools for "roundtables" at the beginning of meetings and family photo coverage of events. One major project in the press centre was the comprehensive renovation of the main press room over the summer. A number of visits for journalists and journalism students, new delegates and other visiting groups was organised during the year.

The Web Communications Unit, through its web team and editorial sector, ensured continuous improvement of the new single Council website. This includes planning, producing, maintaining and evaluating content relating to the activities, objectives and results of the Council, the European Council, the Euro Group and their presidents. The unit also represents the GSC in the Inter-Institutional Editorial Committee (CEII), and in this framework it actively contributed to the editorial meetings during 2015.

2015 saw the launch of a new single website of the Council. The January 2015 launch of the 'lean' version of the new website was followed by the launch of the enhanced full version in September. In 2015, the website saw a 29% year-on-year growth in traffic, with the number of visits topping 5.1million.

In parallel, a new mailing system was also launched which for the first time provides Council content in all official EU languages. The password-free system offers a number of new products and delivers them to over 21 000 subscribers in newly designed templates. The number of subscribers has grown by 18% since the launch of the system in June. The subscription interface was also revamped and simplified.

In line with the principle of continuous improvement and in a bid to offer users ever better online experience, the number and frequency of user tests has been considerably increased. Six laboratory usability tests, focus groups and an on-site survey have all led to design and copy improvements. These were mostly implemented in sections that receive the highest share of online traffic, in particular meeting and press sections.

A special focus has been put on producing high-quality visual content to support communication efforts. Animations and infographics were used to illustrate static content and to increase the appeal of dynamic and time-sensitive content related to Council decisions.

The latest digital trends and their potential impact on the Council's online presence, notably online usage trends and design tendencies, are monitored. Given that the agreement with the current contractor expires in October 2017, an independent CMS audit was commissioned to prepare relevant decisions to be made in due course.

Project management skills and working methods were enhanced through appropriate training and the implementation of lean-agile methodology. This method has been successfully implemented in daily contacts with other services within the GSC and with contractors, ensuring close collaboration between the teams.

The Public Relations Unit through its visits service welcomed 17 208 visitors from 539 groups in 2015. Presentations by a GSC official were delivered in the native language of the groups, whenever possible. Visitors received a set of information brochures on the European Council and the Council of the European Union in the language of the presentation.

The successful Open Day 2015 once again brought the Council of the European Union closer to Belgium-based citizens. The 6 000 visitors is an optimal number for maintaining a good flow and a personalised service. To mark the 65th anniversary of the Schuman Declaration, aside event "Europe through the generations" brought together some 220 young people from various EU countries with colleagues and relatives of the EU founding fathers. A film was also produced starring these historic witnesses.

Two other large public events were held in the Council, one in cooperation with the European Union Agency for Fundamental Rights on severe forms of labour exploitation, and one on the European Citizens' Initiative. The unit also organised three themed photographic exhibitions and took part in four other external events (the 'Fête de l'Iris', 'Fête du pain', the Frankfurt Book Fair and the 'Schuman Lights Up' in Brussels).

Planning and budget for the Visitors' Facility project were updated in cooperation with GSC-internal services and were accordingly presented to the GSC's project evaluation committee. In addition, work was launched to ensure timely procurement for equipping the future Visitors' Facility, the opening of which is contingent on the opening of the EUROPA building.

The Public Information Service continued to provide the public with quality information whilst respecting the 15 -day reply deadline laid down in the GSC's Code of Conduct (total of 5 591 emails alone, plus answering telephone calls and letters). More than 1 216 replies were prepared on behalf of the President of the European Council. The team also assists the President of the Euro Group in his correspondence with the public. Since 2010, not a single complaint relating to the service replies has been sent to the European Ombudsman.

In 2015, the Publications Sector continued to ensure the production of publications and information and graphic materials, including 9 booklets (5 new titles, 4 updates), 1 e-book (new title), 16 leaflets (5 new titles, 11 updates). The sector produced information packages for European Council meetings, summits (e.g. EU-CELAC), photo exhibitions and public events.

The sector continued to monitor the consistent application of the Visual Identity of the Council family, as a single contact point for all services in the GSC in order to test, validate and ensure deployment of communication supports, and provide technical guidelines and graphic solutions.

Regarding distribution, the sector pursued its efforts to better target audiences and their specific needs with a streamlined management of paper copies. Increased promotion of the electronic version of publications helped to double downloads on the Council website (more than 13 000 downloads on the Council's website and more than 45 000 downloads on EU Bookshop).

The Directorate-General for Communication and Document Management continued to represent the Council in the Management Committee of the Publications Office<sup>1</sup>, which met four times in 2015. The Information Policy team worked in close coordination with other GSC services<sup>2</sup> to actively follow key issues (e.g. evolution of the Office's role, creation of a special Official Journal subseries for EU decisions on sanctions, rationalisation of distribution costs, EU Open Data Portal, two pilot projects on facilitating public access to EU documents and linked open data, new EUR-Lex platform, metadata standardisation and formats harmonisation).

The Directorate for Document Management created a new team in 2015, the Knowledge and Information team (KIT), with the focus on establishing working methods and structures for this area of activity. As its first achievement, the Directorate delivered a vision and a strategy for information and knowledge management in the General Secretariat in the Council. Significant steps were also undertaken to further interinstitutional collaboration on document production.

The Document Processing and Coordination Unit continued working on a number of projects to improve our document production and distribution systems. As a result, the time it takes to process and deliver Council documents to Permanent Representations and the capitals has been reduced. The unit has introduced new procedures to better identify and access conclusions adopted by the Council. In addition, the GSC is cooperating with other European institutions on the development of standard metadata for document identification purposes. New tools are being deployed to better manage certain types of information within the Secretariat. The unit is on the verge of rolling out a new, community-based platform to give delegations one-stop access to all Council documents.

In quantitative terms, the unit has

- (1) processed and distributed 20 000 official documents for the European Council, the Council and its preparatory bodies. Add all language versions to that figure and the number of documents that we actually handled mushrooms to upwards of 200 000.
- (2) processed 1 975 classified documents for the Council and 555 classified documents for the EEAS. In practical terms, this meant arranging for the secure production and distribution of 12 350 individualised paper copies of classified material and the forwarding of 7 245 document files, all languages included, via secure networks.
- (3) organised ceremonies for the signature of 61 international agreements and ensured that all 764 of the official acts adopted by the European Council, the Council and its preparatory bodies are signed as required by the Council's rules of procedure. We also ensured that all 60 acts adopted in accordance with the ordinary legislative procedure, were signed by the President of the European Parliament and by the President of the Council.

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<sup>1</sup> The Management Committee adopts the strategic objectives and sets the general policy guidelines of the Office.

<sup>2</sup> The Inter-institutional Cooperation with the Office is also taking place through a wide variety of ad hoc working groups and steering groups attended on a regular basis by GSC officials from DGF and the abovementioned services of other DGs.



(4) ensured that the right documents were available in European Council and Council meetings in the right languages and quantities. In total, this required printing a total of 14 950 000 pages which represents a reduction of 27% from the previous year and confirms the trend recorded in the GSC in recent years whereby paper consumption is reduced

The Records Management and Central Archives Unit continued collecting Council archives from Council services, reaching a total of 184.50 linear meters of archives collected. At the same time, a total of 178.7 linear metres of old administrative files have been discarded.

The unit provided input to the Document and File Management program, in particular assessing user practices in the framework of a new internal tool. It is planned to launch a records management outreach exercise in 2016, with better support for the GSC services with records management practices.

The unit has organised regular visits to the Central Archives, mostly for Permanent Representations (DE, LT, PL) and new Council staff. At the same time, researchers can and do request access to consult archival documents via its readers room. A third of the access requests have been granted to external researchers, 33 of whom spent a total of 105 working days at our premises.

In total, the Records Management and Central Archives unit has created 2 180 files in its current archives. 2 268 files older than 3 years were closed and transferred to the intermediate archives depositories. In addition, approx. 20 linear metres of archives, mainly files related to Council and Coreper meetings (Permanent Representatives Committee) from 1976 to 1985, were sent to the Historical Archives of the European Union in Florence.

Efforts continued to reduce the historical backlog. By the end of 2015, 13 666 old files had been removed from the unstructured collection. New archival descriptions were created covering some 3 500 new files, concerning mostly legislative acts.

A specific storage room has been dedicated to the storage of material that will be discarded in the coming years, once the retention period of the files is over.

The Transparency and Access to Documents Unit pursued its activities in four interrelated areas, namely (1) legislative transparency, (2) access to documents, (3) open data and (4) training and information sessions for GSC staff and for delegations.

(1) In the area of legislative transparency, the most important novelty was the publication of a voting calculator app for tablets and smartphones. The new app enables anyone who needs to quickly check a potential voting result for the Council of the EU to verify in three easy steps if an act can be adopted. In parallel, considerable progress was made towards completion of the Council's voting database.

Moreover, the Transparency Service examined and released more than 3 000 legislative documents that provide the basis for the Council's legislative work and discussions held during public deliberations and public debates.

(2) As regards the area of access to documents, the service dealt with approximately 2 800 initial and 24 confirmatory requests for public access to documents concerning more than 11 300 documents.

(3) Open data continues to grow in importance for the General Secretariat of the Council. The Council participates in the EU open data portal. A first data set containing all Council votes on legislative acts as from the entry into force of the Lisbon Treaty in December 2009 was released as open data and more information about Council documents will be published in 2016. This will allow the public to access this data in updated form daily.

(4) Finally, the Transparency Service organised information sessions on the different aspects of the Council's transparency policy for delegations in the Working Party on Information and in the Working Party on Social Questions. As from September 2015, it also organised targeted information sessions for newly recruited GSC staff on legislative transparency and access to documents in addition to the regular training sessions held for GSC staff on a quarterly basis.

The Central Library continued to function as the single supplier of published information sources for all GSC departments and office-holders, managing some 110 databases, over 450 news media and other periodicals, and purchasing task-related books for GSC libraries and individual users. In addition to supplying mobile devices to GSC users, the Library has provided individual access to key information sources (acquiring the related knowledge and equipment) and has given user support on content.

On the research and communication side, the library continued to provide research input to key policy departments; it reached out more intensively in particular to newcomers and Permanent Representations as well as to outside users with bibliographic products disseminated through the blog, notably the monthly Think Tank Review reaching some 1 000 subscribers. Social media activity by the library extended to Twitter, whereas the monitoring of think tank publications was extended to reporting on think tank events in Brussels. The online bibliography on the Council and the European Council continued to grow (now above 1 600 records) and is being promoted with academic communities.

## B) RISKS ASSOCIATED WITH THE OPERATIONS

The main risk incurred in the Directorate for Media and Communications related to problems encountered with the content management system for the new single website. These caused delivery delays and repeated temporary failures of the website, particularly in the first half of 2015, with the Directorate spending excessive time on work-arounds, testing extra development and reporting bugs. Since then, the situation has significantly improved and the Directorate is currently working closely together with the IT department to effectively address the long-term needs in this area.

## C) RESOURCES ALLOCATED FOR THE INTENDED PURPOSE

### Human resources

In 2015, DGF staff figures remained stable. However, in particular on specialised posts, staff turnover was relatively high.

In 2015, the following changes were made to the DGF organisation chart:

=> in DGF1 the Press Office Unit was split into two units: "Media Relations" and "Media Operations"; a Projects Team reporting directly to the Director was created to strengthen the links between operational, financial and budgetary aspects of projects and procurements;

=> in DGF2 a Knowledge and Information Team was created, reporting to the Director; the Micrography Team was dissolved.

|                        | <b>Permanent</b> | <b>Temporary</b> | <b>Others</b> | <b>Total</b> |
|------------------------|------------------|------------------|---------------|--------------|
| Administrators         | 67               | 1                |               | 68           |
| Assistants             | 189.1            |                  |               | 189.1        |
| Secretaries            | 3                | 2                |               | 5            |
| <b>Subtotal</b>        | <b>259.1</b>     | <b>3</b>         | <b>0</b>      | <b>262.1</b> |
| Contract staff members | 17               | 8.9              |               | 25.9         |
| National experts       |                  |                  | 1             | 1            |
| <b>Subtotal</b>        | <b>17</b>        | <b>8.9</b>       | <b>1</b>      | <b>26.9</b>  |
| <b>Total</b>           | <b>276.1</b>     | <b>11.9</b>      | <b>1</b>      | <b>289</b>   |

*Table based on staff in place on 31 December 2015, expressed as full-time equivalents (FTE)  
Source: Staffing Office*

## Financial resources

In 2015, DGF's final budget, accounting for transfers implemented over the year, was €11.35 million, which was 1.93% higher than in 2014. An amount of €9.41 million or 83.0% was actually spent. This so-called implementation rate was lower than in 2014 (87.6%), mainly because expenditure for the Official Journal was lower than expected. If Official Journal related expenditure is excluded, the DGF implementation rate improved from 92.6% in 2014 to 98.3% in 2015.

The implementation rate of all budget lines managed by DGF in 2015 exceeded 90%, except for the two following lines:

- Budget line 2212 "General publications": forecasting expenditure on this line is particularly challenging since publication needs are highly dependent on rapidly changing political priorities set outside DGF. The very intense Council activity also prevented other GSC departments from delivering their input on time to finalise manuscripts before the end of 2015. The resources on this budget line are gradually being decreased to bring them in line with expected lower consumption levels over the coming years.
- Budget line 2211 "Official Journal": Implementation on this budget line depends on many elements and is therefore highly unpredictable. Implementation depends for instance on IT infrastructure investments made by the Publications Office and on the actual number of pages published, which in turn is a result of political agreements reached in legislative procedures and of international agreements. In recent years, expenditure on this budget line has decreased significantly, mainly for two reasons. First, in July 2013, the publication of the Official Journal became fully digital. Second, in the first half of 2014, the Publication Office concluded a series of new contracts with consistently lower publication prices than the previous ones. Appropriations on this budget line have decreased from €5.47 million in 2013 to €4.00 million in 2016. Further adjustments will be made, if necessary, to achieve better implementation rates in the coming years.



Amounts carried over from 2014 have been implemented above 90% for all DGF-managed budget lines, except in the cases below. For these cases, the non-implemented part of the amounts carried over has remained small in absolute terms, between €9 306 and €40 479 per budget line.

- "Information and public events": amounts carried over from 2014 on this budget line were implemented at very close to 90%. Non-implementation was mainly linked to the sequencing of improvements made to the Council website.
- "General publications": amounts carried over from 2014 and not spent in 2015 represent less than €10 000 on this budget line. They are due to an overestimation of the amount needed for distribution and storage of publications via the Publications Office.
- "Postal charges": The number of purchase orders is highly unpredictable and can only be estimated on the basis of past experience. As DGF has become the authorising department only in 2014, the estimates used for defining the amounts for purchase orders are expected to improve in the coming years.
- "Documentation and Library expenditure" is a line that covers the acquisition of books, subscriptions to newspapers, periodicals and online resources, as well as the corresponding electronic and paper dissemination rights. Typically, the budget is implemented incrementally, the average value of a single purchase order being well below €1 000. The non-implemented amount, i.e. €33 434 is dispersed over nearly one hundred purchase orders, mainly for subscriptions to periodicals and the acquisition of books; no single item accounts for more than 1% of the total.

The DGF 2015 budget was implemented via existing contracts and 122 tendering procedures. The vast majority of tendering procedures were low-value contracts, the number of which increased by almost 30% compared to 2014.

**Table 1.**

|                     | Very low -value contracts<br>(between €1 000 - €14 999) | Low -value contracts<br>(between €15 000 - €59 999) | Category I<br>(over €60 000) | TOTAL |
|---------------------|---------------------------------------------------------|-----------------------------------------------------|------------------------------|-------|
| Direct contracts    | 94                                                      | 6                                                   | 1                            | 101   |
| Framework contracts | 0                                                       | 9                                                   | 12                           | 21    |
| TOTAL               | 94                                                      | 15                                                  | 13                           | 122   |

For detailed budgetary figures, please see Annex I "Overview of the implementation of the 2015 budget" and "Implementation of amounts carried over from 2014 to 2015".

### III. INTERNAL CONTROL SYSTEMS

The GSC overall and DGF in particular have a set of internal control standards in force, based on international good practice, aimed at ensuring the achievement of objectives.

The internal control processes in place aim to ensure the proper management of risks related to achieving objectives and assuring the legality and regularity of transactions. The control objective is to ensure that the authorising officer by delegation has the necessary assurance

that the total amount of financial operations authorised during the reporting year was in conformity with the applicable contractual or regulatory provisions.

DGF cooperates closely with the Finance Directorate and provides comprehensive financial information regularly or upon request. The Procurement Coordination Unit of the General Secretariat of the Council (PCU) may or must be consulted as a central procurement entity, depending on the amount involved in the procurement procedure (below or above the €15 000 threshold). Furthermore, for contracts above €60 000, PCU, with assistance of the Council's Legal Service, is responsible for ensuring legal compliance of all aspects of the procurement procedure.

DGF reports, justifies and addresses each non-compliance event at the appropriate level. To this end, a dedicated standing instruction has been drawn up, complemented by an annual analysis. The underlying causes behind these weaknesses are analysed and corrective and alternative mitigating controls are implemented when necessary.

After submission of an internal audit report the Directorate-General immediately develops follow-up measures. The Internal Audit Committee's opinion is taken into account when discussing specific recommendations.

Contributions to improve the efficiency and effectiveness of internal control systems are also made within the bi-annual follow-up to audit recommendations, taking into account the opinions given by the GSC Internal Audit Committee.

Concerning the overall state of the internal control system, the Authorising Officer by Delegation complies with the three assessment criteria for effectiveness:

- Staff capacity: staff have the required knowledge and skills;
- Capacity of systems and procedures: systems and procedures are designed and implemented to manage identified key risks;
- Experience of the operation of the control system: no cases of ineffective controls that have exposed the Directorate-General to its key risks (operational effectiveness).

## IV. CONCLUSIONS ON ASSURANCE

DGF operates in an environment where the residual risks are low and well managed. This is also confirmed by the following facts:

- Positive assurance on administrative expenditure given by the Court of Auditors for several years, most recently for 2014;
- A centralised and direct mode of budget implementation, the mode with the lowest intrinsic risk;
- Conclusions of ex-post controls (no issues with significant financial impact);
- Positive feedback received from the Procurement Coordination Unit;
- Monitoring, registration and analysis of non-compliance events;
- Absence of grants and expenditure in EU policy domains;
- Low level of asset management. A comprehensive exercise successfully concluded in 2015 on the safeguarding of DGF managed assets;
- Assurance letters received from sub-delegations.

Critical risks have been identified and taken care of by the management. They have been addressed in monthly DGF finance meetings, and mitigating actions have been taken.

All these elements provide reasonable assurance as to the legality and regularity of the underlying transactions.

## DECLARATION OF ASSURANCE

I, the undersigned, Reijo KEMPPINEN

Director-General of Communication and Document Management

In my capacity as authorising officer by delegation

Declare that the information contained in this report gives a true and fair view<sup>1</sup>

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as observations of the internal audit service and lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

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

Brussels, 6 April 2016

[signed]

Reijo KEMPPINEN

DIRECTOR GENERAL DG-F

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<sup>1</sup> TRUE AND FAIR IN THIS CONTEXT MEANS A RELIABLE, COMPLETE AND CORRECT VIEW ON THE STATE OF AFFAIRS IN THE SERVICE.

Table I: Overview of the implementation of the 2015 budget

|                                                                                                                      | Initial budget        | Final budget          | Commitments          | Implementation rate |
|----------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------------|---------------------|
| <b>Media and communication directorate</b>                                                                           | <b>€ 9.496.000,0</b>  | <b>€ 9.647.000,0</b>  | <b>€ 7.723.974,1</b> | <b>80,1%</b>        |
| Media relations unit                                                                                                 | € 500.000,0           | € 493.000,0           | € 492.624,2          | 99,9%               |
| 2210 "Documentation and library expenditure"                                                                         | € 100.000,0           | € 93.000,0            | € 92.624,2           | 99,6%               |
| 2213 "Information and public events"                                                                                 | € 400.000,0           | € 400.000,0           | € 400.000,0          | 100,0%              |
| Media operations unit                                                                                                | € 3.120.000,0         | € 3.953.000,0         | € 3.929.043,4        | 99,4%               |
| 1203 "External services"                                                                                             | € 1.510.000,0         | € 1.643.000,0         | € 1.643.000,0        | 100,0%              |
| 2120 "Purchase and replacement of technical equipment and installations"                                             | € 500.000,0           | € 650.000,0           | € 649.931,9          | 100,0%              |
| 2213 "Information and public events"                                                                                 | € 1.110.000,0         | € 1.660.000,0         | € 1.636.111,5        | 98,6%               |
| Web communications unit                                                                                              | € 300.000,0           | € 300.000,0           | € 280.953,7          | 93,7%               |
| 2213 "Information and public events"                                                                                 | € 300.000,0           | € 300.000,0           | € 280.953,7          | 93,7%               |
| Public relations unit                                                                                                | € 5.576.000,0         | € 4.901.000,0         | € 3.021.352,7        | 61,6%               |
| 2211 "Official Journal"                                                                                              | € 4.816.000,0         | € 4.241.000,0         | € 2.427.275,8        | 57,2%               |
| 2212 "General publications"                                                                                          | € 380.000,0           | € 280.000,0           | € 214.170,0          | 76,5%               |
| 2213 "Information and public events"                                                                                 | € 380.000,0           | € 380.000,0           | € 379.907,0          | 100,0%              |
| <b>Document management directorate</b>                                                                               | <b>€ 1.441.000,0</b>  | <b>€ 1.698.000,0</b>  | <b>€ 1.688.174,3</b> | <b>99,4%</b>        |
| Document coordination and processing unit                                                                            | € 80.000,0            | € 205.000,0           | € 197.435,0          | 96,3%               |
| 2120 "Purchase and replacement of technical equipment and installations"                                             | NA *                  | € 118.500,0           | € 117.632,0          | 99,3%               |
| 2122 "Rental, servicing, maintenance and repair of technical equipment and installations"                            | NA *                  | € 6.500,0             | € 0,0                | 0,0%                |
| 2231 "Postal charges"                                                                                                | € 80.000,0            | € 80.000,0            | € 79.803,0           | 99,8%               |
| Archives, records and documentation unit                                                                             | € 1.361.000,0         | € 1.493.000,0         | € 1.490.739,3        | 99,8%               |
| 2210 "Documentation and library expenditure"                                                                         | € 1.361.000,0         | € 1.493.000,0         | € 1.490.739,3        | 99,8%               |
| <b>Directorate General Communication and Document Management</b>                                                     | <b>€ 11.345.000,0</b> | <b>€ 11.345.000,0</b> | <b>€ 9.412.148,4</b> | <b>83,0%</b>        |
| *: new budget line, created due to transfer of responsibilities between services in the course of the financial year |                       |                       |                      |                     |

**Table II: Implementation of amounts carried-over from 2014 to 2015**

|                                                                                                                      | Amount carried over from 2014 | Payments in 2015     | Non-implemented amount | Implementation rate |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------|------------------------|---------------------|
| <b>Media and communication directorate</b>                                                                           | <b>€ 1.662.258,2</b>          | <b>€ 1.489.042,2</b> | <b>€ 173.216,0</b>     | <b>89,6%</b>        |
| Media relations unit                                                                                                 | € 96.285,4                    | € 96.285,2           | € 0,2                  | 100,0%              |
| 2210 "Documentation and library expenditure"                                                                         | € 14.415,4                    | € 14.415,2           | € 0,2                  | 100,0%              |
| 2213 "Information and public events"                                                                                 | € 81.870,0                    | € 81.870,0           | € 0,0                  | 100,0%              |
| Media operations unit                                                                                                | € 1.082.612,3                 | € 1.034.181,4        | € 48.430,9             | 95,5%               |
| 1203 "External services"                                                                                             | € 461.969,7                   | € 451.618,9          | € 10.350,8             | 97,8%               |
| 2120 "Purchase and replacement of technical equipment and installations"                                             | € 383.827,3                   | € 360.972,9          | € 22.854,4             | 94,0%               |
| 2213 "Information and public events"                                                                                 | € 236.815,3                   | € 221.589,6          | € 15.225,7             | 93,6%               |
| Web communications unit                                                                                              | € 0,0                         | € 0,0                | € 0,0                  |                     |
| 2213 "Information and public events"                                                                                 | € 0,0                         | € 0,0                | € 0,0                  |                     |
| Public relations unit                                                                                                | € 483.360,5                   | € 358.575,6          | € 124.784,9            | 74,2%               |
| 2211 "Official Journal"                                                                                              | € 75.000,0                    | € 0,0                | € 75.000,0             | 0,0%                |
| 2212 "General publications"                                                                                          | € 24.733,2                    | € 15.427,5           | € 9.305,7              | 62,4%               |
| 2213 "Information and public events"                                                                                 | € 383.627,3                   | € 343.148,1          | € 40.479,2             | 89,4%               |
| <b>Document management directorate</b>                                                                               | <b>€ 223.572,1</b>            | <b>€ 173.277,0</b>   | <b>€ 50.295,0</b>      | <b>77,5%</b>        |
| Document coordination and processing unit                                                                            | € 28.086,8                    | € 11.226,3           | € 16.860,5             | 40,0%               |
| 2120 "Purchase and replacement of technical equipment and installations"                                             | NA *                          | NA *                 |                        |                     |
| 2122 "Rental, servicing, maintenance and repair of technical equipment and installations"                            | NA *                          | NA *                 |                        |                     |
| 2231 "Postal charges"                                                                                                | € 28.086,8                    | € 11.226,3           | € 16.860,5             | 40,0%               |
| Archives, records and documentation unit                                                                             | € 195.485,2                   | € 162.050,7          | € 33.434,5             | 82,9%               |
| 2210 "Documentation and library expenditure"                                                                         | € 195.485,2                   | € 162.050,7          | € 33.434,5             | 82,9%               |
| <b>Directorate General Communication and Document Management</b>                                                     | <b>€ 1.885.830,2</b>          | <b>€ 1.662.319,2</b> | <b>€ 223.511,0</b>     | <b>88,1%</b>        |
| *: new budget line, created due to transfer of responsibilities between services in the course of the financial year |                               |                      |                        |                     |