



ANNUAL ACCOUNTS

European Training Foundation 2016 annual accounts
accompanied by the 2016 report on budgetary and financial
management.

European Training Foundation
Viale Settimio Severo 65
I 10133 Torino - Italy

The ETF - European Training Foundation is an EU agency that helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policies. We are based in Turin, Italy, and are operational since 1994.

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TABLE OF CONTENTS

Glossary	4
I. Introduction	5
II. ETF Governance & Management	6
III. Financial statements 2016	9
1. Balance sheet	10
2. Statements of financial performance	11
3. Statement of changes in net assets	12
4. Statement of cash-flow	13
5. Budget result account	14
6. Reconciliation of budget result versus statements of financial performance	15
7. Bank balances	16
8. Contingent assets & liabilities	17
IV. Notes to the financial statements	18
1. Balance sheet	19
2. Statements of financial performance	23
3. Statement of changes in net assets	25
4. Statement of cash flow	25
5. Budget result account	25
6. Reconciliation budget result versus statements of financial performance	25
7. Contingent assets & liabilities	25
8. Disclosures	26
V. Notes on budget execution and financial management	28
1. Introduction	28
2. Utilisation of appropriations	29
i. Appropriations of the current year – ETF subvention	29
ii. Appropriations on re-use of funds received in 2016	34
iii. Appropriations carry forward on re-use of funds 2015	35
iv. Appropriations carried forward from 2015 to 2016 – ETF subvention	36
v. Appropriations on earmarked funds	37
vi. Revenue execution	38
VI. ETF Staff establishment plan	39
Annex I: List of Governing Board members	40

GLOSSARY

Accounts payable	An organisation's current payables due within one year. Accounts payable are current liabilities.
Accrual accounting	Accounting methodology that recognizes income when it is earned and expenses when they occur, rather than when they are actually paid, as opposed to cash accounting.
Agreements	Agreements are grants or delegation agreements between the European Commission and the ETF for specific tasks to be carried out by ETF
Assets	Assets are items owned by the Agency, which have commercial or exchange value. Assets may consist of specific property or claims against others.
C1/Current credit appropriations	Current year approved appropriations or funds set aside for current year operations and activities
C4/Internaly assigned appropriation	Current year approved appropriations or funds set aside for a specific assigned operations and activities coming from amounts recovered
C5/Internaly assigned appropriation – carried forward	Current year approved appropriations or funds set aside for a specific assigned operations and activities from previous years coming from amounts recovered
C8/Carry forward	Appropriations carried forward automatically. Carry forward of appropriations committed but not paid during the previous exercise, also called "Reste à liquider" (RAL) standing for "appropriations remaining to be paid".
R0/Earmarked funds	Funds received from sources other than the European Commission for a specific purpose.
Cash accounting	Accounting methodology based on cash flows, i.e. transactions are recognised when cash is received or paid, as opposed to accrual accounting.
Current asset	The group of assets considered to be liquid in that they can be turned into cash within one (1) year. Balance sheet line items include: cash, accounts receivable and stocks.
Current liability	Current liabilities are liabilities to be paid within one year of the balance sheet date.
Financial statements	Written reports which quantitatively describe the financial health of an organisation. They comprise a statements of financial performance (equivalent to a profit and loss statement), a balance sheet, a cash flow statement, a statement of changes in capital and explanatory notes.
Imprest account	Bank accounts and/or cash used for the payment of low value expenses.
Liability	A financial obligation, debt, claim or potential loss.
RAL	"Reste à liquider", standing for "appropriations remaining to be paid".

I. INTRODUCTION

Basis for preparation

The purpose of the financial statements is to provide information useful to a wide range of readers about the financial position, performance and cash flows of the European Training Foundation (hereinafter the ETF).

These financial statements have been prepared according to the accounting rules adopted by the accounting officer of the European Commission (hereinafter the EC) following the principles of accrual based accountancy where the balance sheet, statement of financial performance, statement of changes in net assets and statement of cash flow are concerned. For further information on accounting rules and principles please refer to Section IV, *Notes to the financial statements*. The budget execution is prepared on the basis of modified cash accounting. The accounting policies have been applied consistently throughout the period.

Reporting entity

These financial statements are for the ETF, an agency of the European Union established by the European Council Regulation 1360/90 of 7 May 1990.

The ETF helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policies.

The establishment and implementation of the budget of the ETF comply with the revised ETF financial regulation, which was adopted by the Governing Board of the ETF on 20 December 2013 and entered into force 1 January 2014, (except Article 47 and 82 (5), which entered into force on 1 January 2015 and Article 32 and 33 (5 & 8) which entered into force on 1 January 2016). This is supplemented by the Implementing Rules, which were adopted on 11 December 2014 and entered into force on 1 January 2014 (except Article 25, which entered into force on 1 January 2015).

The ETF receives an annual subsidy (subvention) from the operational budget of the EU and can also receive contributions from other public and private organisations as well as from governments. The ETF is entrusted with the management of additional funds by the EC for the implementation of the following action:

- GEMM: Governance for Employability in the Mediterranean

II. ETF GOVERNANCE & MANAGEMENT

The Governing Board

The ETF is governed by a Board comprising one representative from each of the EU Member States, three representatives of the EC and three non-voting independent experts appointed by the European Parliament. In addition, three representatives of the partner countries may attend meetings of the Governing Board as observers. The meetings are chaired by a representative of the European Commission.

The Board is responsible for adopting the annual Work Programme of the ETF and its budget, which becomes final following the final adoption of the general budget of the European Union.

The ETF is under the responsibility of the Directorate General for Employment and Social Affairs (hereinafter DG EMPL). The chair of the Governing Board is the Director General of DG EMPL, Mr Michel Servoz.

- **Meeting held on 10 June 2016 (Turin)**

Annual activity report 2015

The ETF's draft Consolidated Annual Activity Report for 2015 was prepared in accordance with (EC) Regulation no. 1339/2008. It also draws on the outcomes of several consultative events, in particular the Structured Dialogue meeting held in Brussels on 19 April and telephone conversations with some of the GB members, as a substitute for the GB working group meeting in Brussels cancelled following the terrorist attacks there. All the recommendations and observations were considered for the preparation of the final draft.

The recommendations issued by the European Court of Auditors and the Internal Audit Service were also taken into account.

The CAAR, built around the same logic of performance improvement as the previous year, follows the standard template and applies the key performance indicators (KPIs) for discharge purposes as provided by the EC.

From the list of KPIs proposed by the European Commission for the agency directors in view of the discharge procedure, the CAAR concentrates on five KPIs which best capture the qualitative aspects of the work of the ETF, all of which show progress compared to last year's report. The ETF's capacity to stimulate the partner countries to implement the VET agenda, despite the sometimes changing and volatile environments emerges as a clear strong point.

A number of examples illustrate the achievement of the ETF's results in each of its three strategic objectives while demonstrating the multidimensional mix of the ETF's work by thematic area, geographical region and function. These include:

- 1) reinforced evidence based VET policy analysis, not only system wide but also thematic (Small Business Act for Europe) policy analysis (contribution to EC on Economic Reform Programmes);
- 2) implementation and investment in governance in VET systems focusing on subnational levels and/or regional development (WBL in all its formats; Teachers and Trainers);
- 3) increased relevance of VET provision for the labour market economic and social cohesion (matching, migration).

Special attention was given to the support and assistance the ETF provides to the EU, with an ever increasing number of requests for support. During 2015, the ETF had received 69 additional requests out of which 20 required substantial resources. This confirmed the need for better anticipation, planning and structured cooperation, mainly with the EC and the EU Delegations particularly given the reduced resources for the agency.

In the light of the above, the Governing Board adopted the 2015 ETF Annual Activity Report and its Analysis and Assessment.

ETF financial statements

The accounting officer presented the Draft 2015 Annual Accounts. The formalities of the accounting officer appointment process were explained, and informed the meeting about ECA's positive opinion on the ETF's 2015 financial position. In the Court's opinion, the transactions underlying the annual accounts for the year ended 31 December 2015 are legal and regular in all material respects. They are the basis for the discharge by the European Parliament. Two ECA findings on the budget disclosures were noted and followed up:

- A table on the implementation of the revenue has been included in the implementation report;
- The relatively high number of late payments, 15% in 2015, was reduced in 2016, and ETF will continue to improve this performance indicator.

The 2015 ETF Annual Accounts were approved by the Board.

The discharge for the financial year 2014 was received on 28 April 2016.

Amending budget 2016

The first amending budget of 2016 was presented, incorporating existing and new assigned revenue undefined at the time of the adoption of the budget (November 2015 for the 2016 budget) as well as one budget transfer already carried out in 2016.

There were no modifications to the subvention received by the ETF from the European Commission.

▪ Meeting held on 25 November 2016 (Brussels)

Work Programme and budget

The Governing Board adopted the Single Programming Document 2017-2020.

The 2017 draft budget was based on the 2017 provisional draft estimate of revenue and expenditure approved by the Governing Board on 25 November 2016, and modified during the budgetary procedure. It is consistent with the EC financial programming for the ETF and follows the evolution of EU external relations activities.

The ETF's 2017 draft budget entered into force following the final adoption of the General Budget of the European Union.

The 2017 draft budget is based on an overall contribution of €20,144,000 for both commitment and payment appropriations, composed of €19,771,000 contribution from the EU budget and €373,000 from the recovery of the surplus related to 2015 budget execution.

The ETF's budget for 2017 is at the same level in nominal terms as all the previous budgets since 2011.

In 2016, the ETF had two amending budgets. Transfers were made in order to maximise the use of the ETF's budget in line with the priorities in the partner countries.

ETF organisational structure and Management Team

The ETF has introduced Performance Management, as required by Article 13.2 of Regulation (EC) 1339/2008 of the European Parliament and the Council of the 16 December 2008 establishing a European Training Foundation (recast) and the ETF Governing Board decision ref. GB/2009/DEC/004 adopting the ETF Internal Control Standards. Performance Management in the ETF means managing by results.

ETF performance management operates through a framework which integrates key institutional functions and respective processes such as corporate planning, quality, audit and risk management, activity monitoring, evaluation and reporting and stakeholder relations. The framework establishes an integrated cascade of objectives and performance indicators which link the overall institutional strategy, the strategic projects, internal organisational structures, through to the individual performance and contribution of each staff member. The framework helps align all levels of ETF action with its strategic objective, document performance and added-value and identify and

implement improvement actions. In parallel, the cascade facilitates feedback from individual staff members through the departments and projects to inform ETF strategic decisions.

The principal objective for 2016 is for the ETF to continue to improve its capacity to deliver efficient, effective and predictable performance throughout the organisation and in coherence with its mandate.

To achieve this objective, the ETF will focus on improving performance in three main areas:

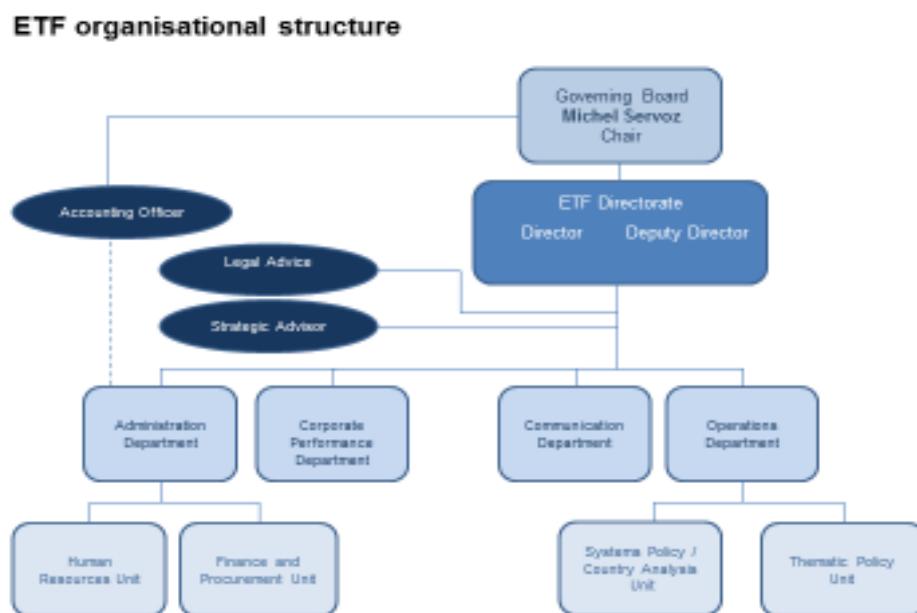
- Capacity to measure and document the added value and impact of operational actions;
- Accountability, to stakeholders and reinforced trust in ETF as a high performing EU agency through improved coordination among its audit, control and quality management processes;
- Capacity to document and monitor the contribution of individual staff members to ETF strategy and actions.

The ETF's organisational structure is made up of a Directorate and departments operating within a specific field of responsibility. In 2015 a new organisational structure was introduced (GB/14/DEC/021).

The respective heads of department, together with the Deputy Director form the Management Team (MT), which is an advisory function defined in the ETF Rules of Procedures (GB/11/DEC/018 of 22/11/2011) under articles 27 and 28.

In 2016-there were fourteen meetings of the MT with the Director. Twelve of these meetings were also with the presence of the heads of unit. The Head of the Administration Department organised monthly meetings with all managers on resource issues.

The structure in 2016 was as follows:



III. Financial Statements 2016 (*All amounts are in Euro*)

1. Balance sheet on 31 December 2016 and 31 December 2015

ASSETS	31/12/2016	31/12/2015	LIABILITIES	31/12/2016	31/12/2015
A. NON CURRENT ASSETS			A. CAPITAL		
Intangible fixed assets			Accumulated surplus/deficit	2,207,039.73	2,015,764.17
Occupational right	5,000,000.00	5,000,000.00	Financial performance of the year	-348,427.19	191,275.56
Software licenses	551,462.61	554,872.03	TOTAL CAPITAL	1,858,612.54	2,207,039.73
Internally developed software under construction	25,760.00	25,760.00			
Internally developed software in use	851,033.35	715,714.35	C. NON CURRENT LIABILITIES		
Depreciation	-4,774,700.07	-4,374,813.57	Provision for risks and liabilities		
	Subtotal	1,653,555.89	Legal cases	0.00	0.00
Tangible fixed assets			TOTAL NON CURRENT LIABILITIES	0.00	0.00
Plant & Machinery	4,344.00	4,344.00	D. CURRENT LIABILITIES		
Equipment and furniture	640,086.68	638,322.76	Provisions for risks and charges	0.00	0.00
Computer equipment	776,846.83	861,209.75	Accounts payable	3,273,909.51	4,335,845.45
Other fixtures and fittings	202,249.55	207,177.46	Current payables	44,243.30	304.66
Depreciation	-990,877.06	-1,055,098.97	Sundry payables	2,320.42	4,828.89
	Subtotal	632,650.00	Deferral and accruals	1,182,322.99	1,390,597.89
TOTAL NON CURRENT ASSETS	2,286,205.89	2,577,487.81	Other accounts payable against consolidated EC entities	2,036,964.41	2,322,658.09
B. CURRENT ASSETS			Prefinancing received from consolidated EC entities	8,058.39	14,692.67
Stocks			TOTAL CURRENT LIABILITIES	3,273,909.51	4,335,845.45
Publications	0.00	3,823.59			
	Subtotal	0.00			
Short-term pre-financing					
Short-term pre-financing	501,344.49	815,150.88			
Accrued amount at cut-off date	-358,813.65	-602,763.25			
	Subtotal	142,530.84			
Short-term receivables					
Current receivables	8,729.27	9,793.71			
Sundry receivables	13,140.44	26,507.21			
Deferred charges	166,875.13	123,116.26			
Short-term receivables with consolidated entities	1,901,498.23	1,381,306.02			
	Subtotal	2,090,243.07			
Cash and cash equivalents					
Bank accounts	612,034.39	1,600,941.77			
Imprest account	1,507.86	4,757.93			
	Subtotal	613,542.25			
TOTAL CURRENT ASSETS	2,846,316.16	3,965,397.37			
	TOTAL	5,132,522.05	TOTAL	5,132,522.05	6,542,885.18

2. Statements of financial performance

	2016	2015
Operational revenue	20,631,730.74	20,511,582.19
Operational revenue - EC subsidy	20,056,489.66	19,769,836.67
Operational revenue - miscellaneous	55,679.86	40,847.35
Operational revenue - Italian Ministry of Foreign Affairs	0.00	3,438.51
Operational revenue - Awaiting clearance EC - GEMM	519,561.22	624,664.16
Operational revenue - FRAME	0.00	72,795.50
TOTAL OPERATIONAL REVENUE	20,631,730.74	20,511,582.19
Administrative expenses	-15,287,045.25	-15,399,720.58
Staff expenses	-12,954,111.44	-12,793,970.83
Fixed asset related expenses	-574,137.81	-484,627.39
Other administrative expenses	-1,758,796.00	-2,121,122.36
Operational expenses	-5,692,809.17	-4,920,469.92
Operational expenses - EC subsidy	-5,172,943.29	-4,298,933.24
Operational expenses - GEMM project	-519,561.22	-624,664.16
Operational expenses - FRAME project	0.00	2,822.82
Operational expenses - Italian Ministry of Foreign Affairs	-304.66	304.66
TOTAL ADMINISTRATIVE AND OPERATIONAL EXPENSES	-20,979,854.42	-20,320,190.50
SURPLUS FROM OPERATIONAL ACTIVITIES	-348,123.68	191,391.69
Financial expenses	-303.51	-116.13
DEFICIT FROM NON OPERATIONAL ACTIVITIES	-303.51	-116.13
SURPLUS FROM ORDINARY ACTIVITIES	-348,427.19	191,275.56
SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS	0.00	0.00
FINANCIAL PERFORMANCE OF THE YEAR	-348,427.19	191,275.56

3. Statement of Changes in Net assets

Capital	Accumulated Surplus / Deficit	Financial performance of the year	Capital (total)
Balance as of 31 December 2015	2,015,764.17	191,275.56	2,207,039.73
Changes in accounting policies	0.00		0.00
Other revaluations	0.00		0.00
Reclassifications	0.00		0.00
Allocation of the financial performance 2015	191,275.56	-191,275.56	0.00
Financial performance of the year 2016		-348,427.19	-348,427.19
Balance as of 31 December 2016	2,207,039.73	-348,427.19	1,858,612.54

Note: ETF holds no reserves

4. Statement of cash-flow

Cash flows from operating activities	2016	2015
Surplus from operating activities	-348,427.19	191,275.56
<u>Adjustments</u>		
Depreciation (intangible fixed assets)	403,586.50	338,889.77
Depreciation (tangible fixed assets)	161,775.72	137,870.26
Decrease in Provisions for risks and liabilities	0.00	0.00
Provisions for risks and liabilities related to staff	0.00	0.00
Decrease in stock	3,823.59	-264.64
Increase in short term pre-financing	302,671.39	51,876.45
Decrease in short term receivables	-29,327.66	214,697.27
Decrease in receivables related to consolidated EC entities	-509,057.21	687,423.04
Decrease in accounts payable	-410,794.33	-351,755.71
Increase in liabilities related to consolidated EC entities	-292,327.96	-823,051.70
Net cash flow from operating activities	-718,077.15	446,960.30
Cash flows from investing activities		
Purchase of tangible and intangible fixed assets	-279,032.30	-680,566.26
Proceeds from tangible and intangible fixed assets (+)	4,952.00	8,132.00
Net cash flow from investing activities	-274,080.30	-672,434.26
Net decrease in cash and cash equivalents	-992,157.45	-225,473.96
Cash and cash equivalents at the beginning of the period	1,605,699.70	1,831,173.66
Cash and cash equivalents at the end of the period	613,542.25	1,605,699.70

As far as operating activities are concerned, the ETF holds no provision for receivables, pre-financing and extraordinary items. However, the ETF holds a provision for long term liabilities.

As far as investing activities are concerned the ETF had no revenue related to proceeds from fixed assets, financial activities or reclassification.

The ETF has no employee benefits. Holidays not taken and accumulated flexitime hours are registered under other payables.

5. Budget result account

	31/12/2016	31/12/2015
Revenue		
EC subsidy	20,144,193.47	20,143,234.16
Bank interest re-used	1,132.22	9,041.65
Other subsidy from Commission	0.00	402,019.00
Other donors - Italian Ministry of Foreign Affairs	0.00	0.00
Miscellaneous revenue	55,301.59	38,848.04
Total revenue (a)	20,200,627.28	20,593,142.85
Expenditure		
<i>Staff - Title I of the budget</i>		
Payments	-13,150,887.47	-12,966,884.03
Appropriations carried forward	-155,286.89	-178,134.70
<i>Administration - Title II of the budget</i>		
Payments	-1,389,699.63	-1,640,138.82
Appropriations carried forward	-314,348.80	-314,827.21
<i>Operating activities - Title III of the budget</i>		
Payments	-5,188,939.98	-4,787,204.86
Appropriations carried forward	-889.62	-2,206.80
<i>EC - GEMM project - Title IV</i>		
Payments	-685,174.60	-438,206.73
Appropriations received - not paid in 2016	-69,237.63	-754,412.23
<i>EC - FRAME project - Title IV</i>		
Payments	0.00	-72,917.36
Appropriations received - not paid in 2016	0.00	0.00
<i>Italian Ministry of Foreign Affairs - Title IV</i>		
Payments	-304.66	-3,438.51
Appropriations received - not paid in 2016	0.00	-304.66
Total expenditure (b)	-20,954,769.28	-21,158,675.91
Outturn for the financial year (a-b)	-754,142.00	-565,533.06
Appropriations carried over and cancelled	83,430.34	53,404.07
Adjustment for carry forward from the previous year of appropriations available on 31 December arising from assigned revenue	757,423.69	886,582.88
Exchange rate differences	991.78	-1,056.40
Balance of the outturn account for the financial year	87,703.81	373,397.49
Balance carried over from the previous financial year	373,397.49	188,193.47
Reimbursements to EC	-373,397.49	-188,193.47
Total amount to be reimbursed to EC	87,703.81	373,397.49
Commission subsidy (accrued revenue)	20,144,193.47	20,143,234.16
Amount related to 2016 to be reimbursed to EC	87,703.81	373,397.49

6. Reconciliation budget outturn versus financial performance

Financial performance 2016	+/-	-348,427.19
<i>Ajustment for accrual items (items not in the budgetary result but included in the financial performance)</i>		
Adjustments for Accrual Cut-off (reversal 31.12.N-1)	-	-1,621,736.05
Adjustments for Accrual Cut-off (cut- off 31.12.N)	+	1,145,201.16
Unpaid invoices at year end but booked in charges (class 6)	+	44,243.93
Amount from liaison account with Commission booked in the Economic Outturn Account	-	87,703.81
Depreciation of intangible and tangible fixed assets	+	574,137.81
Provisions	+	0.00
Recovery Orders issued in 2016 not cashed	-	0.00
Cleared Prefinancing in the year	+	814,098.44
Payments made from carry over of payment appropriations	+	409,031.57
Awaiting clearance EC for expenses 2016 on earmarked funds	+/-	-519,561.22
Exchange rate differences	+/-	991.78
<i>Ajustment for budgetary items (item included in the budgetary result but not in the financial performance)</i>		
Asset acquisitions	-	-279,032.30
New pre-financing paid in the year 2016	-	-501,344.49
Budgetary recovery orders issued and cashed	-	753.95
Payment appropriations carried over to 2017	-	-539,762.94
Cancellation of unused carried over payment appropropriations from previous year	+	83,430.34
Adjustment for carry-over from the previous year from assigned revenue	+	757,423.69
Provisions for untaken leave	-	-19,448.48
Other - Funds ITF 2016	+/-	0.00
Other - pre-financing received other EC		0.00
Others	+/-	
	total	87,703.81
Budgetary result 2016		87,703.81
Delta not explained		0.00

7. Bank balances

	31.12.2016	31.12.2015
ETF		
ETF domestic Euro	0.00	0.00
ETF Euro - Banca Popolare di Sondrio	8,068.26	135,686.59
ETF Euro - ING	526,597.03	696,273.43
ETF Italian Ministry of Foreign Affairs	0.92	304.88
ETF Imprest account	1,507.86	4,757.93
	536,174.07	837,022.83
EC - Agreements		
GEMM - Banca Popolare di Sondrio	17,462.93	17,407.50
GEMM - ING	59,905.25	751,269.37
	77,368.18	768,676.87
Total	613,542.25	1,605,699.70

There is one agreement outstanding between the European Commission and the ETF called GEMM. These funds, as well as the funds from the Italian Ministry of Foreign Affairs, are of a multi-annual nature and have no impact on the economic result for the ETF since they are paid to final beneficiaries or reimbursed if they are unspent. The funds will appear in the balance under accounts payable. This also applies to earned interest.

**8. Contingent assets and liabilities on 31 December
2016 and 31 December 2015**

CONTINGENT LIABILITIES	31/12/2016	31/12/2015
RAL - Commitments against appropriations not yet consumed	539,762.94	496,820.36
TOTAL	539,762.94	496,820.36

IV. NOTES TO THE FINANCIAL STATEMENTS

Accounting rules and principles

The accounting principles adopted are in line with the associated provisions of the Financial Regulation of the ETF, adopted by the Governing Board of the ETF on 20 December 2013 and supplemented by the Implementing Rules adopted on 11 December 2014.

The financial statements are drawn up in accordance with the generally accepted accounting principles specified in the detailed rules for implementing the general Financial Regulation, namely:

- (a) going concern basis;
- (b) prudence;
- (c) consistent accounting methods;
- (d) comparability of information;
- (e) materiality;
- (f) no netting;
- (g) reality over appearance;
- (h) accrual-based accounting.

The ETF's accounting rules are those applied by the EC. These are established in line with international accounting standards for the public sector (IPSAS) and published by the International Federation of Accountants (IFAC).

Accrual based accounting is the form of accounting under which transactions and other events are recognised when they occur (and not only when cash or its equivalent is received or paid). Therefore, the transactions and events are recorded in the accounting records and recognised in the financial statements of the periods to which they relate. The elements recognised under accrual accounting are assets, liabilities, net assets/equity, revenue and expenses.

Conversion into Euro

The ETF budget is drawn up and implemented in Euro and the accounts are presented in Euro. A limited number of operations are converted to national currencies using the Euro rates as published in the C series of the Official Journal of the EC and in accordance with the regulatory provisions on the issue. All budgetary and legal commitments are established in Euro.

Components of the financial statements

The financial statements include the following components:

1. Balance sheet;
2. Statements of financial performance;
3. Statement of changes in capital;
4. Statement of cash flow.

The following statements are provided to give an additional contribution to the presentation of a true and fair view:

5. Budget result account;
6. Reconciliation of budget result versus financial performance;
7. Bank balances;
8. Contingent assets and liabilities.

Note related to Payroll charges

All salary calculations giving the total staff expenses included in the Statement of financial performance of the Agency are externalized to the Office for administration and payment of individual entitlements (also known as the Paymaster's Office-PMO) which is a central office of the European Commission.

The PMO's mission is to manage the financial rights of permanent, temporary and contractual staff working at the Commission, to calculate and to pay their salaries and other financial entitlements. The PMO provides these services to other EU institutions and agencies as well. The PMO is also responsible for managing the health insurance fund of the Institutions, together with processing and paying the claims of reimbursement from staff members. The PMO also manages the pension fund and pays the pensions of retired staff members. PMO is audited by the European Court of Auditors.

The Agency is only responsible for the communication to the PMO of reliable information allowing the calculation of the staff costs. It is also responsible to check that this information has been correctly handled in the monthly payroll report used for accounting payroll costs. It is not responsible for the calculation of the payroll costs performed by PMO.

1. Balance sheet

The balance sheet is the financial statement listing all assets, liabilities and equity accounts, showing the financial position of an organization at a specific date. For these financial statements this is 31 December 2016.

Assets

Fixed assets

Fixed assets are composed of tangible and intangible assets.

Intangible assets are occupational rights on the premises and software licenses. Depreciation for the occupational rights to the ETF premises is calculated on the basis of the 30 year duration of the rental agreement resulting from the financial contribution for reconstruction work. The annual rental cost is a symbolic amount of one Euro (€1).

The ETF has the occupational right to stay at the Villa Gualino premises until the end of 2027. However, there is continuing uncertainty about the long-term future of the Villa Gualino Complex, which has been partially abandoned since 2012. The conditions of its occupation are regulated by a new service contract with the building owner (Regione Piemonte) that expires at the end of 2018. Despite the uncertainty, the ETF has made no provision for a possible move nor for the remaining occupational rights (value: €1,666,666.68)

In 2010 accounting rule N° 6 came into force with the end of the derogation period for the capitalisation of internally generated intangible assets. The level of materiality for a completed asset was set at €500,000, but in 2011 this was reduced by the ETF to €100,000. This means that this lower materiality threshold has been applied since 2011 to the new internally generated software, for which the development started in 2011. However, all other internally generated software for which the development started prior to 2011 will follow the former higher threshold.

In 2016, the applications TRAMS, Allegro, Sharepoint, Dashboard and Intranet were continued to be in use and had some minor additional development costs and will continue to have minor development costs in the coming years. The development for Dashboard started in 2010 under the original regime of materiality for a completed asset of €500,000, in 2015, unexpectedly, the total value arrived little over €500,000. The amount activated can only be the amount spent in 2015 and 2016, adding up to €137,633.

In 2014, the development of the WEB 2016 started. Although for WEB 2016, no official project plan was presented, based on the experience with the Intranet, it was decided that the overall development costs would exceed the amount of €100,000. As such, the development costs for the WEB 2016 is registered under internally generated software under construction.

Tangible assets are all movable property items (computer equipment, technical installations and furniture) that have an acquisition price of €420 or more and are recorded at cost in national currencies, converted into Euro at the accounting exchange rate applicable on the purchase date. Although the Financial Regulation does no longer indicate an acquisition price, ETF continued to keep €420 as a basis for recognition of an asset
The delivery date is taken as the basis for the calculation of depreciation and is calculated on a monthly basis.

The fixed assets are not charged to expenditure accounts, but are registered immediately as an asset in the balance sheet. Depreciation is registered as expenditure. It has an influence on the economic result of the financial exercise. The net book value of the fixed assets is shown in the following two tables.

Intangible assets

	Occupational rights on premises	Internally developed software under construction	Internally developed software in use	Software licences	Total
A. Purchase price:					
Value on 1.1.2016	5,000,000.00	25,760.00	715,714.35	554,872.03	6,296,346.38
Changes during year:					
• Additions			135,319.00	1,140.58	136,459.58
• Withdrawals / Reclassifications				-4,550.00	-4,550.00
• Correction on balance value					0.00
End of the year:	5,000,000.00	25,760.00	851,033.35	551,462.61	6,428,255.96
B. Depreciation					
Value on 1.1.2016	-3,499,999.99	0.00	-322,667.55	-552,146.03	-4,374,813.57
Changes during year:					
• Additions	-166,666.67		-235,499.25	-1,420.58	-403,586.50
• Withdrawals				3,700.00	3,700.00
• Correction on balance value					0.00
End of the year:	-3,666,666.66	0.00	-558,166.80	-549,866.61	-4,774,700.07
Net value (A + B)	1,333,333.34	25,760.00	292,866.55	1,596.00	1,653,555.89

Tangible assets

	Plant & Machinery	Installations, machine and furniture	Computer equipment	Other fixtures and fittings	Total
A. Purchase price:					
Value on 1.1.2016	4,344.00	638,322.76	861,209.75	207,177.46	1,711,053.97
Changes during year:					
• Reclassifications					0.00
• Additions	27,183.46	46,074.17	69,315.09	142,572.72	
• Withdrawals	-25,419.54	-130,437.09	-74,243.00	-230,099.63	
• Correction on balance value					0.00
End of the year:	4,344.00	640,086.68	776,846.83	202,249.55	1,623,527.06
B. Depreciation					
Value on 1.1.2016	-4,344.00	-205,150.76	-677,982.75	-167,621.46	-1,055,098.97
Changes during year:					0.00
• Reclassifications					0.00
• Additions	-55,321.46	-82,650.17	-23,804.09	-161,775.72	
• Withdrawals	25,419.54	128,441.09	72,137.00	225,997.63	
• Write-back					0.00
• Correction on balance value					0.00
End of the year:	-4,344.00	-235,052.68	-632,191.83	-119,288.55	-990,877.06
Net value (A + B)	0.00	405,034.00	144,655.00	82,961.00	632,650.00

The yearly depreciation rates applied to fixed assets are as follows:

Computer software and equipment	25%
Other fixtures and fittings	25%
Plant & Machinery	12.5%
Installations, machine and furniture	10%

Stocks

In 2016, ETF eliminated publications as stocks, both physical and from the balance sheet. Since ETF has, now for a few year printed its own publications, it was decided that a maximum of 5 copies of each publication are kept in stock. Most publications are available for download online and if needed, ETF prints the required number of copies.

Short-term pre-financing

Pre-financing is one or more payments intended to provide contractors with a cash advance. It may be split into a number of payments over a period defined in the particular pre-financing agreement. At year-end outstanding pre-financing amounts are valued at the original amount(s) paid, deducting the amounts returned, eligible amounts cleared, estimated eligible amounts not yet cleared at year-end and value reductions. As of 2016, the related accrued amounts at cut-off date are reported on the asset side with the pre-financing and no longer on the liability side under deferrals and accruals.

Short-term receivables

Under short-term receivables, outstanding paid mission advances, deferred expenses and receivables with consolidated entities are registered. The amount of current and sundry receivables of €2,090,243.07 is composed as follows:

Description - Current receivables	Amount
Customers	8,729.27
	SUB - TOTAL
	8,729.27
Description - Sundry receivables	Amount
Current accounts staff members	6,749.27
Mission advances paid	3,189.40
Other staff issues	3,201.77
Deferred charges	166,875.13
Short-term receivables with consolidated entities	1,901,498.23
	SUB - TOTAL
	2,081,513.80
	TOTAL
	2,090,243.07

Cash account

Cash and cash equivalents are carried in the balance sheet at cost. They include cash in hand, deposits held with banks, payments sent to bank. Interest received in January the following year with a value date of the financial year in closure, is no longer registered in the year in closure, due to the fact that interest is no longer to be reimbursed to the EC but is reintroduced in ETF's budget. A decrease with respect to the previous year is noted due to ETF having cleared most of the GEMM project and due to the overall high percentage of payments executed.

Liabilities

Net assets

The net assets are composed of the accumulated surplus/deficit from previous years plus the financial performance for the year. (See also table 3, statement of changes in net assets.)

Provision for risks and liabilities

Under provisions, liabilities such as payables and accruals where there is uncertainty about the timing or amount of the future expenditure required for the settlement of the legal obligation are reported. In 2016, ETF has no provision for legal cases or outstanding salary adjustments.

Accounts payable

The accounts payable are composed of current, sundry and other payables.

The accounts payable, for an amount of €3,273,909.51, are mainly associated with estimated accrued expenses on appropriations carried forward to 2017. Included under accrued charges are the amounts owed to creditors for delivered goods or completed services and outstanding pre-financing received from the EU or other EU institutions.

Sundry payables amount to €2,320.42 representing pending goods received, various revenue to be introduced and interest earned for the fourth quarter to be introduced in the budget 2017.

Other payables are the accrued charges related to pre-financing paid and amounts carried forward to 2017. As in the previous years, ETF continued to verify accrued expenses intensely and again extended the follow-up period for their calculation, which again improved the precision of the calculation. There is an overall decrease compared with 2015. Also classified under other payables are the holidays not taken in 2016, for which there is a slight decrease. Reported for the third year under accrued charges are the hours of flexitime outstanding at 31 December 2016. Due to the new Staff Regulations, these hours are now carried forward to the following year, where in the past these hours at 31 of December were cancelled.

The accounts payable are composed as follows:

Description - Current payables	Amount
Suppliers	44,243.30
	SUB - TOTAL
	44,243.30
Description - Sundry payables	Amount
Pending goods received	1,761.12
Various revenue to be introduced	298.06
Interest 2016	261.24
	SUB - TOTAL
	2,320.42
Description - Other payables	Amount
Holidays not taken 2016	190,801.87
Flexi time not taken 2016	38,258.48
Accrued charges on carry forward to 2016	953,262.64
	SUB - TOTAL
	1,182,322.99
Other accounts payable against consolidated EC entities	8,058.39
Pre-financing received from consolidated EU entities	2,036,964.41
	TOTAL
	3,273,909.51

The overall decrease in the accounts payable is due to the high percentage of payments executed, resulting in a smaller amount for pre-financing and carry forward and the related accrued expenses. ETF managed to pay 97,66% of the available payment credits and has to return a total of €87,703.81 to the EC.

The amount is composed of the following:

Convention Description	EC DG or Service	Amount	Status/Comments
EC subsidy	DG EAC	87,703.81	Result 2016
GEMM project	DG NEAR	1,949,260.60	GEMM pre-financing
	TOTAL	2,036,964.41	

In 2016, the amounts that are registered under “other accounts payable against consolidated EC entities” is the accumulated bank interest for the GEMM project and some small inter-agency balances coming from salary transactions.

Convention Description	EC DG or Service	Amount
Interest 2013 - 2014 - 2015 - 2016 GEMM	COMM - NEAR	7,958.78
Various inter-agency balances	COMM - Agencies	99.61
	TOTAL	8,058.39

2. STATEMENTS OF FINANCIAL PERFORMANCE

The Statements of financial performance is equivalent to a ‘Profit & Loss Statement’. It shows income, expenses, and net income/loss for the year i.e. the ‘economic result’. The latter is determined by subtracting total expenses from total revenue. This difference is increased or reduced by the economic results of previous years and in particular the amounts paid back to the EC.

Operating revenue

The revenue is accounted for when established. For the EC subsidy this means the moment of the approval of the annual budget. Where other EC funding other than the subsidy is concerned, the ETF applies the same approach as non EC funding, i.e., the revenue is established only upon receipt of payment.

The operating revenue is composed as follows:

- The EC Annual Subsidy
 The revenue associated with the EC subsidy comprises the annual subsidy received from the EC for an amount of €20,144,193.47, minus the amount to be reimbursed i.e. €87,703.81 (Result Budget Outturn Account), giving a total of €20,056,489.66
- Miscellaneous revenues comprises recovery orders for an amount of €53,555.90, accumulated interest introduced in the budget for an amount of €1,132.22 and €991.74 for exchange differences, adding up to a total amount of €55,679.86.
- Introduced as well as operating revenue are the adjustments for accrued expenses already accounted for in 2016, representing the amount of expenses for the GEMM project (€519,561.22), to be cleared with the EC.

Administrative and operational expenses

To calculate the result for the financial year, expenditure refers to payments made using payment appropriations of the same financial year, to which the accrued expenses on commitments of the same financial year that are carried forward to the following financial year are added and the deferred charges paid in the financial year deducted.

The payments recorded in the accounts are those authorised and made by the accounting officer during the year 2016.

Appropriations in Titles 1 and 2 are carried forward to the following financial year only. Only unused appropriations at the end of the financial year are thereafter cancelled. Appropriations in Title 3 are multiannual in character and may be carried forward to successive financial years. Appropriations for earmarked funds can be carried forward until the end date of the related agreement or until the total amount is paid in case the funds refer to re-use of received credits.

Carry forward is automatic where there is an outstanding legally binding commitment. Should this not be the case, eventual carry forward related to the ETF subsidy is subject to the prior authorisation of the Governing Board.

Expenditure is sub-divided by typology into administrative, operational, and financial. Payments associated with the earmarked funding are included in operational expenses.

Administrative expenses include: 1) payments associated with staff including accrued expenditure associated with staff holidays not taken within the year; 2) costs associated with stocks and fixed assets including depreciation; and 3) other administrative expenditure, notably that related to infrastructure and equipment, including exchange rate losses.

Operational expenses are associated with the execution of the ETF's work programme. They also include amounts associated with the execution of projects financed outside the ETF's annual subsidy i.e. the earmarked funding.

Financial expenses comprise bank charges, interest for late payments.

3. STATEMENT OF CHANGES IN NET ASSETS

The statement of changes in net assets comprises only the financial performance of the year.

4. CASH FLOW STATEMENT

The cash flow statement represents the treasury movements or in other words the cash receipts minus cash payments over a given period of time. There is a decrease in cash flow due to the overall high percentage of executed payment appropriations.

5. BUDGET RESULT ACCOUNT

The budgetary result account was prepared in accordance with the requirements of Commission Regulation (Article 143, Regulation (EU, Euratom) No 966/2012: Rules governing the accounts)

The budget result for 2016 is the difference between:

- all the cash revenue registered in the financial year;
- the volume of payments made from the appropriations of the financial year, plus the appropriations of the same financial year carried forward to the following financial year; and,
- the cancellations of appropriations carried forward from the previous financial year.

This difference is increased or reduced by:

- the balance resulting from exchange rate gains or losses recorded during the financial year; and
- results from previous years paid back to the EC.

6. RECONCILIATION OF BUDGET RESULT VERSUS FINANCIAL PERFORMANCE

The budget result and reconciliation against the financial performance is presented to give a more complete picture to the reader and to demonstrate the difference between financial performance and budget result. The inclusion of this data assists the reader in linking the cash-based result of the budget result 2016 against the accrued result of 2016.

7. CONTINGENT ASSETS AND LIABILITIES

Contingent assets and liabilities are mentioned separately in the financial statements and represent potential assets and liabilities. Under contingent assets, ETF recognized received bank guarantees for paid pre-financing. Under contingent liabilities ETF recognized RAL, i.e commitment appropriations remaining to be paid.

8. DISCLOSURES

Revenue divided in exchange and non-exchange transactions

The disclosure is presented in accordance with EC Accounting rule no. 4 and 17 which require that revenues are divided in exchange and non-exchange transactions.

Exchange transactions are transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange. An example of an

exchange transaction is the purchase or sale of goods or services, disposal of assets and bank interest.

Non-exchange transactions are transactions in which an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange. Examples of non-exchange transactions include the subsidy from the European Commission, grants and donations.

Non-exchange transactions	2016	2015
EC subsidy	20,056,489.66	19,769,836.67
Miscellaneous	54,771.73	40,847.35
Italian Ministry of Foreign Affairs	0.00	3,438.51
Awaiting clearance EC - GEMM	519,561.22	624,664.16
EC - FRAME	0.00	72,795.50
	20,630,822.61	20,511,582.19
Exchange transactions		
Bank interest	1,132.22	9,041.65

Related party disclosure

The disclosure is presented in accordance with EC Accounting rule no. 15. This rule requires certain disclosures to be made about the remuneration of key management personnel during the reporting period, loans made to them and the consideration provided to them for services they provide to the entity other than as a member of the governing body or an employee. The disclosures required by this rule will ensure that appropriate minimum levels of transparency are applied to the remuneration of key management personnel.

	2016	2015
Number of Authorising Officers at the year end	1	1
Analysis by grade		
AD14	1	1

The Authorising Officer is remunerated in accordance with the Staff Regulations of the European Communities.

Non-capitalised research and development costs

The disclosure is presented in accordance with EC Accounting rule no. 6 which requires that the amount of research and development costs for internally or externally generated intangible assets (software), which has not been capitalised, is presented. A specification of the relevant projects is attached as Appendix 5.

The following amounts were recognised as expenses in the statement of financial performance	2016	2015
Research costs	0.00	7,160.00
Development Costs	0.00	221,523.00

Credit rating and quality of receivables and cash

In accordance with EC Accounting rule no. 11 Appendix 6 discloses the credit quality (rating) and risk in relation to the Agency's financial assets and liabilities.

Credit quality of financial assets that are neither past due nor impaired

	Available for sale financial assets (including accrued interest)	Loans (including short term deposits >3 months and <1 year)	Receivables with Member States	Receivables with third parties	Receivables with consolidated entities	Short-term deposits (< 3 months - including accrued interest)	Cash and cash equivalent
Counterparties with external credit rating1:	0.00	0.00	0.00	188,245.19	1,901,997.88	0.00	613,542.25
Prime and high grade	0.00	0.00	0.00	187,259.28	n/a	0.00	586,502.28
Upper medium grade	0.00	0.00	0.00		n/a	0.00	0.00
Lower medium grade	0.00	0.00	0.00		n/a	0.00	25,532.11
Non-investment grade	0.00	0.00	0.00		n/a	0.00	0.00
Unassigned	0.00	0.00	0.00	985.91	n/a	0.00	1,507.86
Counterparties without external credit rating:	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Group 1 - Debtors who never defaulted			n/a				
Group 2 - Debtors who defaulted in the past			n/a		n/a		

Analysis of the age of financial assets that are not impaired

	Neither past due nor impaired (1)	Past due but not impaired			Total (1+2+3+4)
		< 1 year (2)	1-5 years (3)	> 5 years (4)	
Available for sale financial assets (including accrued interest)2					
Loans	31-Dec-16	0.00	0.00	0.00	0.00
Receivables with Member States	31-Dec-16	0.00	0.00	0.00	0.00
Receivables with third parties	31-Dec-16	0.00	0.00	0.00	0.00
Receivables with consolidated entities	31-Dec-16	188,245.19	0.00	0.00	188,245.19
	31-Dec-16	1,901,997.88	0.00	0.00	1,901,997.88

Liquidity risk

The entity's liabilities have remaining contractual maturities as summarised below:

At 31 December 2016	< 1 year	1 - 5 years	> 5 years	Total
Payables with third parties	46,563.72	0.00	0.00	46,563.72
Payables with consolidated entities	2,045,022.80	0.00	0.00	2,045,022.80
Total liabilities	2,091,586.52	0.00	0.00	2,091,586.52

V. NOTES ON BUDGET EXECUTION & FINANCIAL MANAGEMENT

1. Introduction

Budgetary Principles

The budgetary principles adopted by the ETF are in line with the associated provisions of the Financial Regulation of the ETF, adopted by the Governing Board of the ETF on 20 December 2013, entering into force on 1 January 2014, (except Article 47 and 82 (5), which entered into force on 1 January 2015 and Article 32 and 33 (5 & 8) which entered into force on 1 January 2016) and supplemented by the Implementing Rules adopted on 11 December 2014, entering into force on 1 January 2014 (except Article 25, which entered into force on 1 January 2015). The establishment and implementation of the budget of the ETF comply with:

- a) the principles of unity and budget accuracy;
- b) the principle of annuality;
- c) the principle of equilibrium;
- d) the principle of unit of account;
- e) the principle of universality;
- f) the principle of specification;
- g) the principle sound financial management;
- h) the principle of transparency.

Budget Structure

The statement of expenditure of the ETF budget is set out on the basis of a nomenclature with a classification by purpose. It is thereby divided into four titles and each of the titles is broken down into chapters, articles and items.

The ETF applies the nomenclature and structure used by the EC for Titles 1, 2 and 3. Titles 1 and 2 relate to 'Administrative Expenditure' while Title 3 is reserved for 'Operational Expenditure'.

- Title 1 covers expenditure on staff authorised in the ETF establishment plan and expenditure on external staff (including auxiliary staff) and other management expenditure (including representation expenses);
- Title 2 covers administrative expenditure such as buildings, cleaning and maintenance, rental, telecommunications, water, gas and electricity and support expenditure (including meeting costs).
- Title 3 covers expenditure for the execution of the work programme and related ETF operations.

Title 4 is related to the earmarked funds or revenue associated with specific contracts or conventions with the EC and other donors. They are defined as follows:

- Title 4 represents co-operation with other organisations. At present, it consists of the contributions from the Italian Ministry of Foreign Affairs and the project GEMM.

Budget execution is prepared on the basis of a "modified cash accounting". The term 'modified' refers to the fact that the annual carry forward amounts are included in the budget.

Amounts "carried forward" relate to legal commitments entered into during the year, but not paid.

A "legal commitment" refers to legally binding actions undertaken by the ETF, for example contracts or other agreements and orders placed.

When referring to budgetary execution, the term "expenditure" refers to consumed commitment appropriations. Consumed commitment appropriations are made up of commitments paid in 2016 and commitments (partly) carried forward to 2017.

Detailed information on the relevant aspects of budgetary execution by Title, Chapter and Item and budgetary execution details for 2016 are provided later in the section “Utilisation of the appropriations”.

Execution ETF Budget in 2016

In order to provide the reader with a complete overview of the financial activities associated with the budget execution in 2016, a table with commitment and payment appropriations is presented hereafter. The payment figures include not only those executed in 2016, associated with the 2016 budget, but also the payments executed in 2016 based on the budgets of former years.

2. Utilisation of appropriations

i. Appropriations of the current year – ETF subvention

Commitment credits							Payment credits								
Item	Description	Initial budget 2016	Total amount transfers and additional credits 2016	Final commitment credits available 2016	Commitments 2016	Total commitments credits carried forward to 2017	Initial budget 2016	Transfers and amendments 2016	Final payment credits available 2016	Executed payments 2016 related to 2016 commitments	Executed payments 2016 related to 2015 commitments	Total amount payments executed 2016	Payment credits carried forward to 2017		
1100	Basic salaries	10,712,000.00	-265,075.00	10,446,925.00	10,446,924.50	100.00%	0.00	10,712,000.00	-265,075.00	10,446,925.00	10,446,924.50	0.00	10,446,924.50	100.00%	0.00
1110	Contractual Agent	2,115,000.00	-128,392.00	1,986,608.00	1,986,607.63	100.00%	0.63	2,115,000.00	-128,392.00	1,986,608.00	1,986,607.00	0.00	1,986,607.00	100.00%	0.63
1112	Local staff	135,000.00	-70,418.00	64,582.00	64,581.20	100.00%	127.92	135,000.00	-70,418.00	64,582.00	64,453.28	0.00	64,453.28	99.80%	127.92
1177	Other services rendered and institutional audit services	368,000.00	-22,428.00	345,572.00	345,571.88	100.00%	47,683.23	368,000.00	-22,428.00	345,572.00	297,888.65	0.00	297,888.65	86.20%	47,683.23
1180	Sundry recruitment expenses	29,000.00	13,261.00	42,261.00	42,261.00	100.00%	5,860.63	29,000.00	13,261.00	42,261.00	36,400.37	0.00	36,400.37	86.13%	5,860.63
Sub-Total	Chapter 11 - Staff in active employment	13,359,000.00	-473,052.00	12,885,948.00	12,885,946.21	100.00%	53,672.41	13,359,000.00	-473,052.00	12,885,948.00	12,832,273.80	0.00	12,832,273.80	99.58%	53,672.41
1300	Mission and travel expenses	150,000.00	-45,000.00	105,000.00	105,000.00	100.00%	13,548.29	150,000.00	-45,000.00	105,000.00	91,451.71	0.00	91,451.71	87.10%	13,548.29
Sub-Total	Chapter 13 - Missions and travel	150,000.00	-45,000.00	105,000.00	105,000.00	100.00%	13,548.29	150,000.00	-45,000.00	105,000.00	91,451.71	0.00	91,451.71	87.10%	13,548.29
1430	Medical service	35,000.00	-8,456.00	26,544.00	26,543.85	100.00%	7,599.18	35,000.00	-8,456.00	26,544.00	18,944.67	0.00	18,944.67	71.37%	7,599.18
1440	Internal training	250,000.00	-46,000.00	204,000.00	203,626.39	99.82%	72,972.84	250,000.00	-46,000.00	204,000.00	130,653.55	0.00	130,653.55	64.05%	72,972.84
1490	Other Interventions	25,000.00	-5,002.00	19,998.00	19,998.00	100.00%	7,394.00	25,000.00	-5,002.00	19,998.00	12,604.00	0.00	12,604.00	63.03%	7,394.00
Sub-Total	Chapter 14 - Socio-medical infrastructure	310,000.00	-59,458.00	250,542.00	250,168.24	99.85%	87,966.02	310,000.00	-59,458.00	250,542.00	162,202.22	0.00	162,202.22	64.74%	87,966.02
1520	National experts seconded	40,000.00	-29,647.00	10,353.00	10,145.56	0.00%	0.00	40,000.00	-29,647.00	10,353.00	10,145.56	0.00	10,145.56	0.00%	0.00
Sub-Total	Chapter 15 - Staff exchanges between the Foundation and the public sector	40,000.00	-29,647.00	10,353.00	10,145.56	0.00%	0.00	40,000.00	-29,647.00	10,353.00	10,145.56	0.00	10,145.56	0.00%	0.00
1700	Entertainment and representation expenses	8,400.00	-3,350.00	5,050.00	5,050.00	100.00%	0.17	8,400.00	-3,350.00	5,050.00	5,049.83	0.00	5,049.83	100.00%	0.17

Commitment credits							Payment credits								
Item	Description	Initial budget 2016	Total amount transfers and additional credits 2016	Final commitment credits available 2016	Commitments 2016		Total commitments credits carried forward to 2017	Initial budget 2016	Transfers and amendments 2016	Final payment credits available 2016	Executed payments 2016 related to 2016 commitments	Executed payments 2016 related to 2015 commitments	Total amount payments executed 2016		Payment credits carried forward to 2017
Sub-Total	Chapter 17 - Entertainment and representation expenses	8,400.00	-3,350.00	5,050.00	5,050.00	100.00%	0.17	8,400.00	-3,350.00	5,050.00	5,049.83	0.00	5,049.83	100.00%	0.17
Sub-Total	Title 1 - EXPENDITURE relating to persons working with the Foundation	13,867,400.00	-610,507.00	13,256,893.00	13,256,310.01	100.00%	155,186.89	13,867,400.00	-610,507.00	13,256,893.00	13,101,123.12	0.00	13,101,123.12	98.82%	155,186.89
2000	Rentals	14,501.00	-2,693.00	11,808.00	11,808.00	100.00%	0.00	14,501.00	-2,693.00	11,808.00	11,808.00	0.00	11,808.00	100.00%	0.00
2020	Water, gas, electricity and heating	143,742.00	-36,847.00	106,895.00	106,894.02	100.00%	0.00	143,742.00	-36,847.00	106,895.00	106,894.02	0.00	106,894.02	100.00%	0.00
2030	Cleaning and maintenance	227,050.00	-64,035.00	163,015.00	163,014.31	100.00%	7,121.46	227,050.00	-64,035.00	163,015.00	155,892.85	0.00	155,892.85	95.63%	7,121.46
2040	Furnishing of premises	65,000.00	6,208.00	71,208.00	71,207.59	100.00%	22,081.00	65,000.00	6,208.00	71,208.00	49,126.59	0.00	49,126.59	68.99%	22,081.00
2050	Security and surveillance	128,007.00	3,872.00	131,879.00	131,878.86	100.00%	12,317.00	128,007.00	3,872.00	131,879.00	119,561.86	0.00	119,561.86	90.66%	12,317.00
2090	Other expenditure on buildings	39,300.00	3,048.00	42,348.00	42,347.42	100.00%	989.80	39,300.00	3,048.00	42,348.00	41,357.62	0.00	41,357.62	97.66%	989.80
20	Chapter Total	617,600.00	-90,447.00	527,153.00	527,150.20	100.00%	42,509.26	617,600.00	-90,447.00	527,153.00	484,640.94	0.00	484,640.94	91.94%	42,509.26
2100	ICT hardware	118,000.00	150,846.22	268,846.22	268,599.71	99.91%	108,836.90	118,000.00	150,846.22	268,846.22	159,762.81	0.00	159,762.81	59.43%	108,836.90
2101	Software development and purchase	269,700.00	48,732.00	318,432.00	318,417.28	100.00%	69,409.48	269,700.00	48,732.00	318,432.00	249,007.80	0.00	249,007.80	78.20%	69,409.48
2103	Telecoms Costs	167,600.00	-34,334.00	133,266.00	133,266.00	100.00%	37,140.51	167,600.00	-34,334.00	133,266.00	96,125.49	0.00	96,125.49	72.13%	37,140.51
2105	EC IT systems	119,900.00	42,671.00	162,571.00	162,571.00	100.00%	0.00	119,900.00	42,671.00	162,571.00	162,571.00	0.00	162,571.00	100.00%	0.00
21	Chapter Total	675,200.00	207,915.22	883,115.22	882,853.99	99.97%	215,386.89	675,200.00	207,915.22	883,115.22	667,467.10	0.00	667,467.10	3.10	215,386.89
2200	Purchase	67,100.00	-31,129.00	35,971.00	35,970.75	100.00%	0.00	67,100.00	-31,129.00	35,971.00	35,970.75	0.00	35,970.75	100.00%	0.00
2210	Purchase	20,000.00	23,296.00	43,296.00	43,135.00	99.63%	4,103.00	20,000.00	23,296.00	43,296.00	39,032.00	0.00	39,032.00	90.15%	4,103.00
22	Chapter Total	87,100.00	-7,833.00	79,267.00	79,105.75	99.80%	4,103.00	87,100.00	-7,833.00	79,267.00	75,002.75	0.00	75,002.75	94.62%	4,103.00

Commitment credits							Payment credits								
Item	Description	Initial budget 2016	Total amount transfers and additional credits 2016	Final commitment credits available 2016	Commitments 2016	Total commitments credits carried forward to 2017	Initial budget 2016	Transfers and amendments 2016	Final payment credits available 2016	Executed payments 2016 related to 2016 commitments	Executed payments 2016 related to 2015 commitments	Total amount payments executed 2016	Payment credits carried forward to 2017		
2300	Stationery and office supplies	43,000.00	-9,322.00	33,678.00	33,675.36	99.99%	1,520.80	43,000.00	-9,322.00	33,678.00	32,154.56	0.00	32,154.56	95.48%	1,520.80
2320	Miscellaneous Financial expenditure	2,000.00	-1,650.00	350.00	350.00	100.00%	46.49	2,000.00	-1,650.00	350.00	303.51	0.00	303.51	86.72%	46.49
2330	Legal expenses	10,000.00	-9,680.00	320.00	310.40	0.00%	0.00	10,000.00	-9,680.00	320.00	310.40	0.00	310.40	97.00%	0.00
2350	Miscellaneous insurance	18,500.00	-3,502.00	14,998.00	14,997.92	100.00%	1,072.00	18,500.00	-3,502.00	14,998.00	13,925.92	0.00	13,925.92	92.85%	1,072.00
2355	Petty expenses	5,000.00	-329.00	4,671.00	4,670.81	100.00%	1,530.48	5,000.00	-329.00	4,671.00	3,140.33	0.00	3,140.33	67.23%	1,530.48
2360	Publications	4,500.00	-3,730.00	770.00	770.00	100.00%	499.44	4,500.00	-3,730.00	770.00	270.56	0.00	270.56	35.14%	499.44
23	Chapter Total	83,000.00	-28,213.00	54,787.00	54,774.49	99.98%	4,669.21	83,000.00	-28,213.00	54,787.00	50,105.28	0.00	50,105.28	91.45%	4,669.21
2400	Correspondence and courier expenses	26,200.00	-3,500.00	22,700.00	22,700.00	100.00%	3,301.59	26,200.00	-3,500.00	22,700.00	19,398.41	0.00	19,398.41	85.46%	3,301.59
24	Chapter Total	26,200.00	-3,500.00	22,700.00	22,700.00	100.00%	3,301.59	26,200.00	-3,500.00	22,700.00	19,398.41	0.00	19,398.41	85.46%	3,301.59
2500	Meetings expenses in general	100,000.00	35,467.00	135,467.00	135,466.03	100.00%	43,480.88	100,000.00	35,467.00	135,467.00	91,985.15	0.00	91,985.15	67.90%	43,480.88
25	Chapter Total	100,000.00	35,467.00	135,467.00	135,466.03	100.00%	43,480.88	100,000.00	35,467.00	135,467.00	91,985.15	0.00	91,985.15	67.90%	43,480.88
2	TOTAL:	1,589,100.00	113,389.22	1,702,489.22	1,702,050.46	99.97%	313,450.83	1,589,100.00	113,389.22	1,702,489.22	1,388,599.63	0.00	1,388,599.63	81.56%	313,450.83
3010	General publications	384,500.00	124,828.00	509,328.00	509,187.17	99.97%	170,804.84	384,500.00	59,620.00	444,120.00	338,382.33	105,736.06	444,118.39	100.00%	0.00
3030	Professional memberships and fees	5,000.00	-4,051.00	949.00	948.45	99.94%	0.00	5,000.00	-4,051.00	949.00	948.45	0.00	948.45	99.94%	0.00
3040	Translation costs	180,000.00	-29,000.00	151,000.00	151,000.00	100.00%	4,935.75	180,000.00	-26,720.00	153,280.00	146,064.25	7,210.82	153,275.07	100.00%	0.00
30	Chapter Total	569,500.00	91,777.00	661,277.00	661,135.62	99.98%	175,740.59	569,500.00	28,849.00	598,349.00	485,395.03	112,946.88	598,341.91	100.00%	0.00
3100	Priority actions	3,138,000.00	377,073.00	3,515,073.00	3,515,069.05	100.00%	1,211,304.18	3,138,000.00	469,001.00	3,607,001.00	2,303,764.87	1,301,898.24	3,605,663.11	99.96%	
3140	Impact evaluation and WP act. auditing	220,000.00	4,400.00	224,400.00	224,230.99	99.92%	88,339.34	220,000.00	-32,600.00	187,400.00	135,891.65	51,414.60	187,306.25	99.95%	0.00
31	Chapter Total	3,358,000.00	381,473.00	3,739,473.00	3,739,300.04	100.00%	1,299,643.52	3,358,000.00	436,401.00	3,794,401.00	2,439,656.52	1,353,312.84	3,792,969.36	99.96%	0.00
3200	Operational missions	761,000.00	25,000.00	786,000.00	786,000.00	100.00%	95,102.44	761,000.00	33,000.00	794,000.00	690,897.56	102,670.17	793,567.73	99.95%	0.00

Commitment credits							Payment credits								
Item	Description	Initial budget 2016	Total amount transfers and additional credits 2016	Final commitment credits available 2016	Commitments 2016		Total commitments credits carried forward to 2017	Initial budget 2016	Transfers and amendments 2016	Final payment credits available 2016	Executed payments 2016 related to 2016 commitments	Executed payments 2016 related to 2015 commitments	Total amount payments executed 2016		Payment credits carried forward to 2017
32	Chapter Total	761,000.00	25,000.00	786,000.00	786,000.00	100.00%	95,102.44	761,000.00	33,000.00	794,000.00	690,897.56	102,670.17	793,567.73	99.95%	0.00
3	TOTAL:	4,688,500.00	498,250.00	5,186,750.00	5,186,435.66	99.99%	1,570,486.55	4,688,500.00	498,250.00	5,186,750.00	3,615,949.11	1,568,929.89	5,184,879.00	99.96%	0.00
	Funds Source Total	20,145,000.00	1,132.22	20,146,132.22	20,144,796.13	99.99%	2,039,124.27	20,145,000.00	1,132.22	20,146,132.22	18,105,671.86	1,568,929.89	19,674,601.75	97.66%	468,637.72

ii. Appropriations on re-use of funds received in 2016

Budget Line	Description	Commitment credits							Payment credits							
		Initial budget available for commitments	Total amount transfers	Final budget available for commitments	Total amount commitments accepted	% Committed	Commitment credits carried forward to 2017	Budget available for payments	Total amount transfers	Total budget available for payments	Total amount payments accepted	% Payments executed	Available commitment credits carried forward to 2017	Available payment credits carried forward to 2017	Commitment & Payment credits automatically Carry forward	
1100	Basic salaries	0.00	2,550.00	2,550.00	2,450.00	96.08%	100.00	0.00	2,550.00	2,550.00	2,450.00	96.08%	100.00	100.00	100.00	
1112	Local agents	0.00	46,366.43	46,366.43	46,366.43	100.00%	0.00	0.00	46,366.43	46,366.43	46,366.43	100.00%	0.00	0.00	0.00	
11 Chapter Total		0.00	48,916.43	48,916.43	48,816.43	99.80%	100.00	0.00	48,916.43	48,916.43	48,816.43	99.80%	100.00	100.00	100.00	
1300	Missions	0.00	447.92	447.92	447.92	100.00%	0.00	0.00	447.92	447.92	447.92	100.00%	0.00	0.00	0.00	
13 Chapter Total		0.00	447.92	447.92	447.92	100.00%	0.00	0.00	447.92	447.92	447.92	100.00%	0.00	0.00	100.00	
1	TOTAL:	0.00	49,364.35	49,264.35	49,264.35	99.80%	100.00	0.00	49,364.35	49,364.35	49,264.35	99.80%	100.00	100.00	100.00	
2350	Miscellaneous insurance	0.00	1,997.97	1,997.97	1,100.00	55.06%	897.97	0.00	1,997.97	1,997.97	1,100.00	55.06%	897.97	897.97	897.97	
23 Chapter Total		0.00	1,997.97	1,997.97	1,100.00	55.06%	897.97	0.00	1,997.97	1,997.97	1,100.00	55.06%	897.97	897.97	897.97	
2	TOTAL:	0.00	1,997.97	1,997.97	1,100.00	55.06%	897.97	0.00	1,997.97	1,997.97	1,100.00	55.06%	897.97	897.97	897.97	
3100	Strategic projects	0.00	54.53	54.53	54.53	100.00%	0.00	0.00	54.53	54.53	54.53	100.00%	0.00	0.00	0.00	
3140	Impact evaluation and WP act. auditing	0.00	1,260.38	1,260.38	1,260.38	100.00%	0.00	0.00	1,260.38	1,260.38	630.00	0.00%	0.00	630.38	630.38	
31 Chapter Total		0.00	1,314.91	1,314.91	1,314.91	100.00%	0.00	0.00	1,314.91	1,314.91	684.53	52.06%	0.00	630.38	630.38	
3200	Operational missions	0.00	2,678.89	2,678.89	2,363.65	88.23%	315.24	0.00	2,678.89	2,678.89	2,419.65	90.32%	315.24	259.24	259.24	
32 Chapter Total		0.00	2,678.89	2,678.89	2,363.65	88.23%	315.24	0.00	2,678.89	2,678.89	2,419.65	90.32%	315.24	259.24	259.24	
3	TOTAL:	0.00	3,993.80	3,993.80	3,678.56	92.11%	315.24	0.00	3,993.80	3,993.80	3,104.18	77.72%	315.24	889.62	#REF!	
	Funds Source Total		0.00	55,356.12	55,356.12	54,042.91	97.63%	1,313.21	0.00	55,356.12	55,356.12	53,468.53	96.59%	1,313.21	1,887.59	#REF!

iii. Appropriations carry forward on re-use of funds received in 2015

Budget Line	Description	Commitment credits				Payment credits				Accepted payment and commitment credits carried forward to 2017	Payment credits available Carry forward
		Budget available for commitments	Total amount commitments accepted	% Committed	Commitment credits carried forward to 2017	Budget available for payments	Total amount payments accepted	% Payments executed			
1100	Basic salaries	500.00	500.00	100.00%	0.00	500.00	500.00	100.00%	0.00	0.00	
11	Chapter Total	500.00	500.00	100.00%	0.00	500.00	500.00	100.00%	0.00	0.00	
1	TOTAL:	500.00	500.00	100.00%	0.00	500.00	500.00	100.00%	0.00	0.00	
3010	General publications	65.41	65.41	100.00%	0.00	0.00	0.00	0.00%	0.00	0.00	
30	Chapter Total	65.41	65.41	100.00%	0.00	0.00	0.00	#DIV/0!	0.00	0.00	
3100	Strategic projects	266.28	266.28	100.00%	0.00	266.28	266.28	100.00%	0.00	0.00	
31	Chapter Total	266.28	266.28	100.00%	0.00	266.28	266.28	100.00%	0.00	0.00	
3200	Operational missions	1,231.64	1,231.64	100.00%	0.00	690.52	690.52	100.00%	0.00	0.00	
32	Chapter Total	1,231.64	1,231.64	100.00%	0.00	690.52	690.52	100.00%	0.00	0.00	
3	TOTAL:	1,563.33	1,563.33	100.00%	0.00	956.80	956.80	100.00%	0.00	0.00	
Funds Source Total		2,063.33	2,063.33	100.00%	0.00	1,456.80	1,456.80	100.00%	0.00	0.00	

iv. Appropriations carried forward from 2015 to 2016

Budget line	Description	Commitments carried forward from 2015 to 2016	Payment credits available from 2015 in 2016	Total amount payment credits executed 2016	Payments credits from 2014 cancelled in 2015
1112	Local staff	894.30	894.30	253.35	640.95
1177	Other services rendered and institutional audit services	31,764.13	31,764.13	28,004.15	3,759.98
11	Chapter Total	32,658.43	32,658.43	28,257.50	4,400.93
1300	Mission and travel expenses	20,621.39	20,621.39	12,451.47	8,169.92
13	Chapter Total	20,621.39	20,621.39	12,451.47	8,169.92
1430	Medical service	2,615.44	2,615.44	1,096.00	1,519.44
1440	Internal training	113,488.20	113,488.20	97,944.27	15,543.93
1490	Other Interventions	11,014.66	11,014.66	9,694.81	1,319.85
14	Chapter Total	127,118.30	127,118.30	108,735.08	18,383.22
1	TOTAL:	180,398.12	180,398.12	149,444.05	30,954.07
2000	Rentals	2,000.00	2,000.00	0.00	2,000.00
2030	Cleaning and maintenance	11,218.00	11,218.00	11,202.04	15.96
2040	Furnishing of premises	15,855.13	15,855.13	15,855.13	0.00
2050	Security and surveillance	68,175.06	68,175.06	66,785.06	1,390.00
2090	Other expenditure	20,000.00	20,000.00	14,000.00	6,000.00
20	Chapter Total	117,248.19	117,248.19	107,842.23	9,405.96
2100	ICT hardware	19,948.18	19,948.18	19,806.75	141.43
2101	Software development and purchase	96,200.67	96,200.67	95,458.49	742.18
2103	Telecoms Costs	62,948.51	62,948.51	23,444.04	39,504.47
21	Chapter Total	179,097.36	179,097.36	138,709.28	40,388.08
2200	Technical installations	4,006.00	4,006.00	2,738.60	1,267.40
2210	Purchase office equipment	2,002.00	2,002.00	2,002.00	0.00
22	Chapter Total	6,008.00	6,008.00	4,740.60	1,267.40
2300	Stationery and office supplies	5,879.23	5,879.23	5,879.23	0.00
2350	Miscellaneous insurance	1,284.00	1,284.00	0.00	1,284.00
2355	Petty expenses	2,500.00	2,500.00	1,000.00	1,500.00
2360	Publications	328.64	328.64	194.20	134.44
23	Chapter Total	9,991.87	9,991.87	7,073.43	2,918.44
2400	Correspondence and courier expenses	4,026.87	4,026.87	1,221.98	2,804.89
24	Chapter Total	4,026.87	4,026.87	1,221.98	2,804.89
2500	Meetings expenses in general	50.00	50.00	0.00	50.00
25	Chapter Total	50.00	50.00	0.00	50.00
2	TOTAL:	316,422.29	316,422.29	259,587.52	56,834.77
3010	General publications	111,574.86	0.00	0.00	0.00
3040	Translation costs	18,086.47	0.00	0.00	0.00
30	Chapter Total	129,661.33	0.00	0.00	0.00
3100	Strategic projects	1,480,763.04	0.00	0.00	0.00
3140	Impact evaluation and WP act. auditing	60,000.00	0.00	0.00	0.00
31	Chapter Total	1,540,763.04	0.00	0.00	0.00
3200	Operational missions	159,429.61	0.00	0.00	0.00
32	Chapter Total	159,429.61	0.00	0.00	0.00
3	TOTAL:	1,829,853.98	0.00	0.00	0.00
	Funds Source Total	2,326,674.39	496,820.41	409,031.57	87,788.84

For Title 3, commitments related to the ETF subvention, an accumulated amount of €1,829,853.98 was carried forward from 2015 to 2016. These commitments are paid with payment credits from 2016, and the amounts paid are included in table "i. Appropriations of the current year".

v. Appropriations earmarked funds

Chapter	Description	Commitment credits				Payment credits			
		Final commitment credits available 2016	Commitments 2016	Overall % committed	Available commitment credits carried forward to 2017	Final payment credits available 2016	Total Payments 2016	Overall % paid	Payment credits carried forward to 2017
42	Overall	-	-	-	-	-	-	-	-
42	HR - External - Admin Support	81,629.02	78,782.50	96.51%	2,846.52	81,629.02	67,259.64	82.40%	14,369.38
42	HR - Per diems - Abroad	31,752.76	31,752.34	100.00%	0.42	31,752.76	31,544.06	99.34%	208.70
42	Other - Publications	8,548.64	8,332.72	0.00%	215.92	8,548.64	8,332.72	0.00%	215.92
42	Other - Studies	260,580.00	258,006.56	99.01%	2,573.44	260,580.00	249,150.89	95.61%	11,429.11
42	Other - Audits	14,221.85	14,181.25	99.71%	40.60	14,221.85	-	0.00%	14,221.85
42	Other - Translations	34,465.28	31,839.23	92.38%	2,626.05	34,465.28	31,839.23	92.38%	2,626.05
42	Other - Conferences	255,610.09	231,987.23	90.76%	23,622.86	255,610.09	231,987.23	90.76%	23,622.86
42	Other - Visibility	46,647.86	45,653.53	97.87%	994.33	46,647.86	45,653.53	97.87%	994.33
42	Travel - International	20,956.73	20,948.38	99.96%	8.35	20,956.73	19,407.30	92.61%	1,549.43
Total EC - GEMM Project		754,412.23	721,483.74	95.64%	32,928.49	754,412.23	685,174.60	90.82%	69,237.63
43	Co-operation with national institutions - Funds 2006	-	-	0.00%	-	0.00	-	0.00%	-
43	Co-operation with national institutions - Funds 2008	-	-	0.00%	-	0.00	-	0.00%	0.00
43	Co-operation with national institutions - Funds 2009	-	-	0.00%	-	0.00	0.00	0.00%	-
43	Co-operation with national institutions - Funds 2011	-	-	0.00%	-	0.00	-	0.00%	-
43	Co-operation with national institutions - Funds 2012	-	-	0.00%	-	0.00	-	0.00%	-
43	Co-operation with national institutions - Funds 2013	-	-	0.00%	-	0.00	-	0.00%	-
43	Co-operation with national institutions - Funds 2014	304.66	304.66	100.00%	-	304.66	304.66	100.00%	-
Total other donors:		304.66	304.66	0.00%	0.00	304.66	304.66	100.00%	0.00
Total	Total budget available:	754,716.89	721,788.40	0.96	32,928.49	754,716.89	685,479.26	1.91	69,237.63

vi. Revenue overview 2016

Revenue Source	Revenue in initial budget	Revenue in amended budgets	Total revenue budgeted	Recovery orders established in the financial year	Entitlements carried over	Amounts received on entitlements carried over	Amounts received on recovery orders established in the financial year	Total amounts received	Sums still to be collected
Commission subsidy (for the operating budget -Titles 1,2 and 3 - of the agency)	20,145,000.00	0.00	20,145,000.00	20,144,193.47	0.00	0.00	20,144,193.47	20,144,193.47	0.00
Bank interest re-used	0.00	1,132.22	1,132.22	1,132.22	0.00	0.00	1,132.22	1,132.22	0.00
Other income	0.00	0.00	0.00	53,251.24	9,750.00	2,550.00	52,751.59	55,301.59	7,699.65
TOTAL	20,145,000.00	1,132.22	20,146,132.22	20,198,576.93	9,750.00	2,550.00	20,198,077.28	20,200,627.28	7,699.65

VII. ETF STAFF ESTABLISHMENT PLAN 2016

FUNCTION GROUP	GRADE	Establishment Plan 2016	TAs in Post
AD	16	0	0
	15	0	0
	14	1	1
	13	6	0
	12	13	8
	11	9	9
	10	6	7
	9	12	11
	8	7	10
	7	5	9
	6	0	2
	5	0	1
Sub-total Function Group AD		59	58
AST	11	2	0
	10	4	1
	9	9	8
	8	6	6
	7	4	4
	6	4	2
	5	2	4
	4	0	5
	3	0	1
	2	0	0
	1	0	0
Sub-total Function Group AST		31	31
TOTAL TA posts		90	89

Additionally, ETF has 39 contract agents. Furthermore, ETF has 1 local agent.

ANNEX I: LIST OF GOVERNING BOARD MEMBERS DURING 2016

European Commission Chair	Mr Michel Servoz Director-General DG EMPL Employment, Social Affairs and Inclusion European Commission
European Commission Alternate Member	Mr Bernard Brunet Head of Unit of Thematic Support, Monitoring and Evaluation Unit DG NEAR A Enlargement policy and strategy European Commission
European Commission Alternate Member	Mr Stefano Signore Head of Unit DG DEVCO B3 Employment, Social Inclusion, Migration European Commission
Not voting Expert	Mr Jan Andersson
Not voting Expert	Ms Edit Bauer
Austria – Member	Mr Karl Wieczorek Senior Expert Division for Vocational Training Federal Ministry of Science, Research and Economy
Austria – Alternate	Mr Reinhard Nöbauer Senior Expert Vocational Education and Training Federal Ministry of Education and Women's Affairs
Belgium – Member	Ms Micheline Scheyns Secretary General Flemish Ministry of Education and Training
Bulgaria – Member (November meeting)	Mr Kaloyan Damyanov Advisor to the Minister Ministry of Education and Science
Croatia – Alternate	Ms Tamara Hudolin Senior Expert Advisor Agency for Vocational Education and Training and Adult Education
Cyprus – Delegated representative (June meeting)	Mr Kefalas Soteris Inspector of hotel and catering studies Ministry of Education and culture Cyprus Department of secondary technical and vocational education
Cyprus – Alternate (November meeting)	Mr Kostantinos Georgiou Inspector Secondary Technical and Vocational Education Ministry of Education and Culture
Czech Republic – Member (June meeting)	Ms Helena Úlovcová Acting Director National Institute for Education, Education Counselling Centre and Centre for Continuing Education of Teachers (NÚV)

Denmark – Alternate (June meeting)	Mr Henrik Saxtorph Head of Section Ministry of Education
Denmark – Alternate (November meeting)	Ms Amalie Schmidt Head of Section Division for International Affairs Ministry for Children, Education and Gender Equality
Estonia – Member	Ms Külli All Deputy Vocational and Adult Education Ministry of Education and Research
Estonia – Observer (June meeting)	Ms Anneli Roose Chief Expert Estonian Ministry of Education and Research European Union and International Cooperation Department
Finland – Member	Ms Tarja Riihimäki Counsellor of Education Department of Vocational Education Vocational Education Division Ministry of Education and Culture
France – Alternate (June meeting)	Ms Nadine Nerguisian Chargée de mission au Département de l'Union européenne et des organisations multilatérales Délégation aux relations européennes et internationales et à la coopération Département de l'Union européenne et des organisations multilatérales Ministère de l'éducation nationale, de l'enseignement supérieur et de la recherche
France – Member (November meeting)	Mr Stéphane Kunz Adjoint à la Cheffe du Bureau international Secrétariat général des ministères sociaux Délégation aux affaires européennes et internationales Ministère du Travail, de l'Emploi, de la Formation Professionnelle et du Dialogue Social
Germany – Member	Ms Ingrid Müller-Roosen Regierungsdirektorin Bundesministerium für Bildung und Forschung
Greece – Member	Mr Dimitris Psilios Professor Aristotle University of Thessaloniki
Hungary - Member	Ms Katalin Zoltán Ordódyne Senior Counsellor Deputy State Secretariat for VET and Adult Learning Department for Programme Development & School Governance Unit for International Relations and Grants Ministry for National Economy

Ireland – Member

Mr Michael Kelleher
Principal Officer
Skills Development Division
Department of Education & Skills

Italy – Member

Mr Daniele Rampazzo
Consigliere d'Ambasciata
Vice Direttore per l'integrazione europea
Capo Ufficio I
Direzione Generale per l'Unione Europea
Ministero degli Affari Esteri della Cooperazione
Internazionale

**Latvia – Delegated
representative**
(June meeting)

Ms Sintija Šmite
Senior Expert
Ministry of Education and Science of Latvia
Department of Policy Initiatives and
Development

Latvia – Alternate
(November meeting)

Ms Santa Ozolina
Counsellor for Education, Youth and Sports
Ministry of Education and Science
Permanent Representation of Latvia to the
EU

Lithuania – Member

Mr Saulius Zybartas
Director of the Department of General
Education and Vocational Training
Ministry of Education and Science

Luxembourg – Alternate
(June meeting)

Ms Karin Meyer
Directrice adjointe à la formation
professionnelle
Service de la Formation professionnelle
Ministère de l'Education nationale, de
l'Enfance et de la Jeunesse

Malta – Member
(June meeting)

Ms Edel Cassar
Chief Executive Officer
National Commission for Further and
Higher Education

Malta – Alternate
(nomination process ongoing)
(November meeting)

Mr Manuel Vella
Head of Section
Quality Assurance Unit
National Commission for Further and
Higher Education (NCFHE)
Ministry of Education and Employment

Poland – Member
(June meeting)

Ms Stefania Wilkiel
Counsellor to the Minister
Strategy and International Cooperation
Department
Ministry of National Education

Romania – Alternate
(November meeting)

Ms Gabriela Liliana Petre
Director
National Center for Technical and
Vocational Education and Training
Development

**Slovak Republic – Delegated
representative**
(June meeting)

Mr Alexander Ludva
State Adviser
Ministry of Education, Science, Research
and Sport
VET Department

Slovak Republic – Member (November meeting)	Mr Karol Jakubík Main State Advisor Unit of Vocational Education and Training Ministry of Education, Science, Research and Sport of Slovak Republic
Slovenia – Member	Mr Elido Bandelj Director Institute of the Republic of Slovenia for Vocational Education and Training
Spain – Member	Ms Gema Cavada Barrio Head of Service Deputy Directorate General for Guidance and VET Ministry of Education, Social Policy and Sport
Sweden – Alternate (nomination process ongoing) (November meeting)	Ms Carina Lindén Deputy Director Division for Upper Secondary and Adult Education and Research Ministry of Education and Research
The Netherlands – Member	Mr Peter van IJsselmuiden Coordinator International Affairs in Vocational Education and Training Department for Vocational and Adult Education Ministry of Education, Culture and Science
United Kingdom – Member (June meeting)	Mr Ian Pegg Senior Policy Advisor Department for Business, Innovation and Skills