



SEGRETERIA GENERALE
U.O.C. GESTIONE DEL PERSONALE

CONCORSO PUBBLICO, PER ESAMI, PER LA COPERTURA DI N. 8 POSTI A TEMPO PIENO E INDETERMINATO DI “ISTRUTTORE AMMINISTRATIVO CONTABILE” (CATEGORIA C - POSIZIONE ECONOMICA C1)

Prova orale – TRACCE

Domande su materie indicate nel bando

Deliberazioni, determinazioni e ordinanze: loro differenze.

Le fasi di gestione delle entrate nell'ente locale.

I diritti reali nel codice civile.

La giunta comunale: modalità di nomina e competenze.

Il sistema dei controlli interni nell'ente locale.

La tutela dei dati personali.

Le procedure di scelta del contraente per acquisti e servizi sotto soglia comunitaria.

Le responsabilità del dipendente.

L'autonomia regolamentare nell'ente locale.

I reati di corruzione e concussione, differenze sostanziali.

Il contratto di comodato.

I vizi di legittimità dell'atto amministrativo

La disciplina della conferenza di servizi.

I rimedi contro gli atti amministrativi.

Codice di comportamento del Comune.

Cos'è un debito fuori bilancio.

Le differenze fra incandidabilità, ineleggibilità e incompatibilità.

Il documento unico di programmazione.

Gli accordi integrativi o sostitutivi del provvedimento.

Il collegio dei revisori dei conti.

Il contenuto dello Statuto comunale e sua approvazione.

I compiti del responsabile del procedimento.

Le tipologie di accesso.



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Cos'è il residuo passivo.

L'iter di formazione delle leggi.

Le fasi di gestione della spesa nell'ente locale.

Le società in house.

Le funzioni della Giunta comunale.

La determinazione a contrarre.

Il fondo di riserva.

Funzioni e compiti dell'OIV.

Gli acquisti di beni e servizi sopra soglia comunitaria.

Proroga e rinnovo nei contratti dell'ente locale.

Il Piano triennale della prevenzione della corruzione.

Patrimonio disponibile e indisponibile del Comune.

Il procedimento disciplinare.

La costituzione del rapporto di lavoro del dipendente comunale.

Differenza tra imposta, tassa e tariffa.

Le variazioni di bilancio.

La potestà regolamentare degli enti locali.

L'elezione del Sindaco e del Consiglio comunale nei Comuni con oltre 15.000 abitanti.

Le entrate di parte corrente del bilancio.

Competenze del Consiglio comunale e adempimenti della prima seduta.

Accesso agli atti e tutela della privacy.

Le modalità di accesso dei consiglieri comunali.

Il tesoriere comunale.

Accordi di programma.

Quali sono i tributi degli enti locali.

La gestione associata dei servizi.

I soggetti coinvolti nel procedimento di approvazione del bilancio.

Gli atti tipici del dirigente.

I doveri del dipendente pubblico.



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La rotazione negli affidamenti diretti.

La composizione dell'avanzo di amministrazione

I livelli essenziali delle prestazioni.

La verifica e la salvaguardia degli equilibri di bilancio.

Le concessioni nell'ente locale.

Quali sono i casi in cui la Giunta comunale può deliberare su materie di competenza del Consiglio comunale.

Le competenze del Sindaco.

Obblighi di pubblicazione degli atti di concessione di sovvenzione contributi sussidi e attribuzione di vantaggi economici.

Quali sono le cause di cessazione dalla carica di sindaco.

Incarichi di collaborazione e consulenza negli enti locali: limiti

Le dichiarazioni sostitutive dell'atto di notorietà.

Status di amministratore locale.

Elezioni del Sindaco e del Consiglio comunale nei comuni con meno di 15 mila abitanti.

Il rendiconto della gestione.

La capacità giuridica e la capacità di agire.

Competenze in materia di equilibri di bilancio.

Le modalità di finanziamento della spesa di investimento.

I rimedi per gli atti amministrativi viziati.

L'impatto della riforma del titolo V della Costituzione sui rapporti tra Stato Regioni ed Enti Locali.

Il responsabile della prevenzione della corruzione e trasparenza

L'agente contabile.

L'avvio del procedimento amministrativo.

Il Presidente della Repubblica.

Cosa si intende per esigibilità della spesa e come si contabilizza.

Le fasi di gestione della spesa.

Le ordinanze contingibili ed urgenti.

I decreti legge.

I servizi pubblici a domanda individuale.



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I decreti legislativi.

La nomina dei responsabili degli uffici e servizi.

L'abuso d'ufficio.

La surroga del consigliere comunale.

Le entrate extra tributarie del Comune.

I diritti non patrimoniali del dipendente comunale.

Il ciclo della performance.

Usufrutto, uso e abitazione.

La programmazione dei lavori pubblici.

Diritti e doveri dei dipendenti.

L'affidamento dei servizi sotto soglia.

Funzioni e compiti del DPO

Le sanzioni disciplinari.

Il bilancio e la sua approvazione.

Lo scioglimento del Consiglio comunale.

L'Ufficiale di Anagrafe.

Le competenze del dirigente comunale.

Cosa si intende per variazione di bilancio.

Dichiarazione sostitutiva dell'atto di notorietà e autocertificazione.

La condizione giuridica degli amministratori comunali.

Le competenze del Consiglio comunale.

Cos'è il conto economico.

Il reato di peculato.

Cos'è il PEG.

L'avanzo di amministrazione.

La pubblicazione degli atti comunali.

Dolo e colpa.

I termini di conclusione del procedimento.

Organi costituzionali e a rilevanza costituzionale.



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Il fondo crediti di dubbia esigibilità.

Obblighi di trasparenza dei titolari di cariche elettive e di governo.

Le funzioni fondamentali dei Comuni.

La convocazione della prima seduta del Consiglio comunale.

La Corte dei Conti.

Il titolare del trattamento dei dati.

Cosa sono impegno, liquidazione, ordinazione e pagamento.

I principali reati contro la pubblica amministrazione.

L'Ufficiale di Stato civile.

Le fasi del procedimento amministrativo.

Il Governo.

L'esercizio provvisorio del bilancio.

I beni demaniali del Comune.

Cosa significa che il bilancio è autorizzatorio.

Le fonti del diritto.

I diritti reali di garanzia.

Interrogazioni, interpellanze e mozioni: loro differenze.

I controlli esterni nell'ente locale.

Il servizio elettorale del Comune.

Tipi di responsabilità dei dipendenti pubblici.

Cosa sono incompetenza, violazione di legge e eccesso di potere.

Sezione operativa e strategica del DUP.

La struttura del bilancio.

La convocazione e presidenza della giunta.

Le Regioni, le Province e i Comuni nella Costituzione.

Cause di nullità del contratto.

Consip e Mepa: differenze

La Camera dei deputati e il Senato della Repubblica

La risoluzione del contratto di appalto.



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I pareri dei responsabili dei servizi sulle deliberazioni.

Annullamento e revoca dell'atto amministrativo.

L'albo pretorio on line.

Il principio del bilanciamento nel rapporto tra accesso e privacy.

L'assunzione di mutui.

I servizi sociali del Comune.

Il fondo di riserva di cassa.

Gli organi competenti alle variazioni di bilancio per la parte spesa.

Le competenze del Vicesindaco

L'accertamento delle entrate.

Elettorato attivo e passivo.

I compiti dell'ufficiale dello stato civile.

Legge, decreto legge e decreti legislativi: differenze.

L'istituto della contrattazione decentrata integrativa.

Le conseguenze di una falsa dichiarazione.

Organi di governo e dirigenti: il principio della separazione dei compiti.

Il disavanzo di amministrazione.

Il referendum comunale.

Bandi di gara e lettere d'invito.

La digitalizzazione dei servizi pubblici.

I livelli di progettazione per gli appalti di lavori pubblici.

Cause di annullabilità del contratto

La modifica dello Statuto comunale.

Cosa contiene il PIAO e come si approva.

Il conflitto di interessi.

Gli agenti contabili del Comune.

Il comitato unico di garanzia nell'ente locale.

La revisione della Costituzione e delle leggi costituzionali.

Le polizze fideiussorie.



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I compiti del Segretario comunale.

Ricorso in opposizione e ricorso gerarchico.

Gli incarichi di posizione organizzativa.

L'inventario comunale.

Il soccorso istruttorio.

Forme di esternalizzazione dei servizi comunali.

La giustizia amministrativa.

Il differimento del termine di approvazione del bilancio di previsione.

Residenza, dimora e domicilio.

Lo scopo del piano della prevenzione della corruzione.

Gli accertamenti tributari nell'ente locale.

La proprietà privata e l'espropriazione per pubblica utilità.

Il project financing.

Elementi costitutivi del Comune e le funzioni fondamentali.

Vari tipi di referendum.

Il ripristino degli equilibri di bilanci.

Validità delle sedute del Consiglio comunale.

L'utilizzo del fondo derivante dalla contrattazione decentrata di secondo livello.

Gli organi ausiliari previsti nella Costituzione.

Il contratto d'appalto.

Le piattaforme di approvvigionamento del Comune.

Le ipotesi del reato di peculato.

I servizi di staff nel Comune.

Il consegnatario dei beni.

Il contratto di sponsorizzazione.

Le procedure di scelta del contraente.

Le funzioni elettive del Parlamento.

Gli affidamenti dei servizi di architettura e ingegneria.

Il sistema di misurazione e valutazione della performance.



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Da quando sono efficaci le dimissioni del Consigliere comunale.

Società partecipata e società controllata.

Da chi è' autorizzato l'esercizio provvisorio del bilancio e riflessi sulla gestione.

Il datore di lavoro nel comune.

Il piano delle azioni positive.

Approvazione e pubblicazione dei regolamenti comunali.

L'espropriazione per pubblica utilità.

L'informativa sulle modalità di trattamento dei dati.

Gli strumenti di programmazione del Comune.

Corruzione per l'esercizio della funzione.

Pubblico ufficiale e incaricato di pubblico servizio.

Piano del fabbisogno del personale.

Il bilancio consolidato.

La Corte costituzionale.

Il contratto individuale di lavoro pubblico.

I controlli interni negli enti locali.

Il finanziamento delle opere pubbliche.

Cosa prevedono le norme in materia di trasparenza amministrativa.

Entrate tributarie ed extratributarie del Comune.

Utilizzabilità e durata temporale delle autocertificazioni.

Informativa e consenso nella gestione dei dati personali.

Il potere sostitutivo negli enti locali.

Le fasi della procedura per addivenire alla stipula di un contratto di appalto.

L'archivio comunale.

La conclusione del procedimento.

La segnalazione certificata di inizio attività quale strumento di semplificazione dell'attività amministrativa.

Il ruolo dell'Assessore comunale.

Le funzioni dell'organo di revisione.

Silenzio assenso e silenzio rifiuto.



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I principali allegati al bilancio di previsione.

Il Consiglio dei Ministri.

Le deleghe del dirigente agli incaricati di posizione organizzativa.

Parentela ed affinità: perché possono essere rilevanti per il funzionario pubblico.

Differenza delle modalità di elezione del sindaco in comuni con popolazione inferiore o superiore ai 15.000 abitanti.

Il principio della veridicità e attendibilità delle previsioni di bilancio.

La partecipazione al procedimento di accesso agli atti amministrativi da parte dei controinteressati.

Il rifiuto degli atti d'ufficio.

Interesse legittimo e diritto soggettivo.

Il Responsabile della transizione digitale.

Le verifiche di cassa negli enti locali e da chi vengono effettuate.

Misure organizzative per la tutela dei dati personali.

Il reato di corruzione per un atto contrario ai doveri d'ufficio.

Il procedimento di formazione della legge.

Modalità di esercizio del diritto di accesso.

Conto del bilancio e conto economico.

Le azioni a difesa della proprietà.

Quorum strutturale e quorum funzionale nelle sedute del Consiglio comunale.

L'imposta municipale propria.

La stazione unica appaltante.

La dichiarazione di pubblica utilità di un'opera.

I casi di ineleggibilità degli amministratori comunali.

Le garanzie per la partecipazione alla procedura di gara e garanzie definitive.

La minimizzazione dei dati secondo i principi del GDPR 679/2016.

Il provvedimento di rigetto dell'istanza.

Il servizio cimiteriale e le sue possibili forme di gestione.

Le offerte anomale.

I principali compiti del Comune nell'ambito dei servizi sociali.

Le variazioni di bilancio del dirigente.



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Il segreto d'ufficio.

Le competenze del Comune in materia di Stato civile.

La motivazione del provvedimento amministrativo.

Cause di incandidabilità.

La gestione della cassa.

Forme di partecipazione popolare alle attività del Comune.

Le attività dei servizi demografici del Comune.

Il giudizio di responsabilità contabile.

I reati contro la pubblica Amministrazione.

Il servizio di protocollo e il fascicolo digitale.

La gestione del patrimonio disponibile del Comune.

Gli incarichi a contratto.

Scrittura privata, scrittura autenticata e atto pubblico.

Differenza tra albo pretorio on line e sezione amministrazione trasparente del sito web comunale.

Il controllo sugli organi.

Le modalità di pagamento a favore degli enti locali

Il registro degli accessi.

La gestione dei servizi pubblici del Comune mediante società.

Diritti e doveri dei cittadini nella Costituzione.

I pagamenti degli enti locali.

La tutela del privato contro l'atto amministrativo.

Le deliberazioni propedeutiche all'approvazione del bilancio di previsione.

Il contratto.

Esclusioni e limiti all'accesso civico.

La ratifica nell'attività del Comune.

Residui attivi e residui passivi.

I contenuti dello statuto comunale.

Cosa succede se non è approvato il rendiconto entro i termini previsti dalla legge.

Legislazione esclusiva e legislazione concorrente.



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Le locazioni degli enti locali.

Gli uffici di supporto agli organi di direzione politica.

La gestione del patrimonio indisponibile del Comune.

Modalità di finanziamento delle opere pubbliche.

La mancata approvazione del bilancio di previsione cosa comporta.

I principi contabili generali del bilancio.

Rifiuto degli atti d'ufficio.

Poteri sostitutivi per omissione o ritardo di atti obbligatori.

Le fonti normative nel pubblico impiego.

Decreti e ordinanze negli enti locali: competenza.

Le forme associative dei Comuni.

L'utilizzo della quota libera dell'avanzo di amministrazione.

Le differenze tra archivio corrente, di deposito e storico.

Modalità di stipula dei contratti d'appalto comunali.

La composizione del risultato di amministrazione.

Le servitù.

Il Presidente del Consiglio comunale.

La formazione del fascicolo digitale.

Il regolamento ordinamento uffici e servizi.

La stipula dei contratti di collaborazione negli enti locali.

La cancellazione dei residui.

Gli strumenti di semplificazione dell'attività amministrativa del Comune.

Opere di interesse pubblico: il vincolo preordinato all'esproprio.

Prova sulle conoscenze informatiche

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome in formato grassetto. Lancia un'anteprima di stampa. Salva il documento sul desktop nominandolo con il tuo cognome e nome.



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Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome e a capo la data di nascita. Allinea tutto a destra. Esporta il documento in formato pdf sul desktop nominandolo con il tuo cognome e nome.

Apri il browser Chrome. Apri il sito della regione FVG inserendo l'indirizzo direttamente o utilizzando un motore di ricerca.

Apri il browser Edge. Apri il sito del ministero dell'economia e delle finanze (MEF) digitando l'indirizzo direttamente o utilizzando un motore di ricerca.

Apri il browser Edge. Apri il sito dell'INPS digitando l'indirizzo direttamente o utilizzando un motore di ricerca.

Apri il programma LibreOffice Calc. Scrivi quattro numeri a tua scelta a partire dalla cella D1, uno per riga. Nella cella D5 effettua la somma con una formula a piacere. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi quattro numeri a tua scelta a partire dalla cella B1, uno per riga. Assegna alle quattro celle il formato numero. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi quattro numeri a tua scelta a partire dalla cella A1, uno per riga. Assegna alle quattro celle il formato carattere Arial 14. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi quattro numeri a tua scelta a partire dalla cella E1, uno per riga. Assegna alle quattro celle il colore di sfondo rosso. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri un browser a tua scelta fra quelli installati nel computer. Apri il sito istituzionale del Comune di Pordenone digitando l'indirizzo direttamente o utilizzando un motore di ricerca.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome. Esporta il documento in formato pdf sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome in formato corsivo. Lancia un'anteprima di stampa. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome e a capo la data di nascita. Allinea tutto al centro. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome in carattere "Times New Roman" dimensione 16 punti. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome in grassetto. Vai a capo e scrivi la tua data di nascita non in grassetto. Salva il documento sul desktop nominandolo con il tuo cognome e nome.



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Apri il browser Edge. Apri il sito della regione FVG digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri il browser Chrome. Apri il sito del ministero dell'economia e delle finanze (MEF) digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri il browser Chrome. Apri il sito del Ministero della cultura digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri il browser Chrome. Apri il sito dell'INPS digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri il browser Edge. Apri il sito governativo di pagoPA digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri il browser Edge. Apri il sito istituzionale del Comune di Pordenone digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri il browser Chrome. Apri il sito istituzionale del consiglio regionale FVG digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri un browser a tua scelta fra quelli installati nel computer. Apri il sito della regione FVG inserendo l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri un browser a tua scelta fra quelli installati nel computer. Apri il sito del ministero dell'economia e delle finanze (MEF) digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Salvalo tra i siti preferiti.

Apri il programma LibreOffice Calc. Scrivi i seguenti numeri a partire dalla cella B1 uno per riga:
301 27 59 5

Assegna alle quattro celle il formato numero. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi i seguenti numeri a partire dalla cella B1 uno per riga:
121 86 504 9

Nella cella B5 effettua la somma con una formula a piacere. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi quattro numeri a tua scelta a partire dalla cella A1, uno per colonna. Assegna alle quattro celle il formato carattere Arial 18. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi quattro numeri a tua scelta a partire dalla cella A1, uno per colonna. Inserisci una riga sopra la riga 1. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi i seguenti numeri a partire dalla cella B1 uno per colonna: 4 86 10 100

Inserisci una riga sopra la riga 1. Scrivi TOTALE in grassetto nella cella E1.

Salva il file sul desktop nominandolo con il tuo cognome e nome.



Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina i dati in base alla colonna Importo acquisti in senso crescente. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina i dati in base alla colonna Importo acquisti in senso decrescente. Salva il file con nome sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina i dati in base alla colonna Data nascita in senso crescente. Salva il file con nome sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina i dati in base alla colonna Provincia residenza in senso decrescente. Salva il file con nome sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina i dati in base alla colonna Provincia residenza in senso crescente. Salva il file con nome sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e imposta la colonna Genere in modo che mostri solo le righe contenenti la lettera F. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e imposta la colonna Provincia residenza in modo che mostri solo le righe contenenti le province SA e TO. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e imposta la colonna Provincia residenza in modo che mostri solo le righe contenenti la provincia VE. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Duplica il foglio attivo e rinomina la copia con il nome "Copia". Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Definisci un'area di stampa che comprenda le celle da B1 a G51. Lancia un'anteprima di stampa. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Word documento1 presente sul desktop. Per il terzo paragrafo imposta un rientro a sinistra (prima del testo) pari a 1cm. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Word documento1 presente sul desktop. Per il secondo paragrafo imposta un rientro della prima riga pari a 1cm. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.



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Apri il file di Word documento1 presente sul desktop. Alla fine di tutto il testo inserisci una tabella di 3 righe per 4 colonne. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Word documento1 presente sul desktop. Alla fine del testo inserisci l'immagine "Logo_comune" che si trova nella cartella Immagini. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Word documento1 presente sul desktop. Aggiungi una riga prima del testo e scrivi la parola "introduzione" usando lo stile "Titolo principale". Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Word documento1 presente sul desktop. Fra il primo e il secondo paragrafo inserisci una tabella di 4 righe per 4 colonne. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il browser Edge. Apri il sito ufficiale della Presidenza della Repubblica digitando l'indirizzo direttamente o utilizzando un motore di ricerca. In una nuova scheda apri anche il sito de Il Sole 24 Ore.

Apri il browser Edge. Apri il sito ufficiale della Presidenza della Repubblica digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer come testo non formattato.

Apri il browser Edge. Apri il sito istituzionale del Comune di Pordenone digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina i dati in base alla colonna Data nascita in senso decrescente. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e imposta la colonna Genere in modo che mostri solo le righe contenenti la lettera M. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e imposta la colonna Provincia residenza in modo che mostri solo le righe contenenti la provincia FI. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e imposta la colonna Provincia residenza in modo che mostri solo le righe contenenti le province PA e RC. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina i dati in base alla colonna ID in senso decrescente. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Excel elenco1 presente sul desktop. Elimina la colonna A e applica il filtro automatico per le altre colonne. Salva il documento sul desktop nominandolo con il tuo cognome e nome.



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Apri il file di Excel elenco1 presente sul desktop. Nella colonna G calcola la percentuale IVA per tutti i valori della colonna F. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Word documento1 presente sul desktop. Imposta il terzo paragrafo con carattere Times New Roman 14 punti, allineato al centro. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Word documento1 presente sul desktop. Usando il comando appropriato sostituisci il testo "Lettere" con il testo "Caratteri". Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file di Word documento1 presente sul desktop. Usando il comando appropriato copia la formattazione del testo del primo paragrafo e applicala al quarto paragrafo. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il browser Edge. Apri il sito istituzionale del Governo Italiano digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer.

Apri il browser Edge. Apri il sito istituzionale del Comune di Pordenone digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer come testo non formattato.

Apri il browser Edge. Apri il sito istituzionale del Governo Italiano digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer come testo non formattato.

Apri il browser Edge. Apri il sito ufficiale della Presidenza della Repubblica digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer.

Apri il browser Chrome. Apri il sito della regione FVG inserendo l'indirizzo direttamente o utilizzando un motore di ricerca. Inserisci il sito tra i preferiti.

Apri il browser Chrome. Apri il sito Compa regionale inserendo l'indirizzo direttamente o utilizzando un motore di ricerca. Inserisci il sito tra i preferiti.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome e a capo la tua data di nascita. Allinea tutto al centro. Esporta il documento in formato pdf sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi i seguenti numeri a partire dalla cella F1 uno per riga:
7 27 51 15,2

Nella cella F5 fai la somma totale usando una formula a piacere. Assegna alle cinque celle il formato numero. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il client di posta elettronica Mozilla Thunderbird. Componi una nuova mail inserendo due indirizzi email fra i destinatari principali. Inserisci l'allegato Logo_comune che si trova nella cartella Immagini. Salva il messaggio come bozza.



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Apri il client di posta elettronica Mozilla Thunderbird. Componi una nuova mail inserendo due indirizzi email fra i destinatari per copia conoscenza. Inserisci l'allegato Logo_comune che si trova nella cartella Immagini. Salva il messaggio come bozza.

Apri il client di posta elettronica Mozilla Thunderbird. Componi una nuova mail inserendo due indirizzi email fra i destinatari. Inserisci l'allegato documento1 che si trova sul desktop. Salva il messaggio come bozza.

Apri il client di posta elettronica Mozilla Thunderbird. Componi una nuova mail inserendo due indirizzi email fra i destinatari per copia conoscenza nascosta. Inserisci l'allegato elenco1 che si trova sul desktop. Salva il messaggio come bozza.

Apri il client di posta elettronica Mozilla Thunderbird. Componi una nuova mail inserendo un indirizzo email fra i destinatari. Imposta il messaggio ad alta priorità. Salvalo come bozza.

Apri il client di posta elettronica Mozilla Thunderbird. Componi una nuova mail inserendo un indirizzo email fra i destinatari per copia conoscenza. Imposta il messaggio a bassa priorità. Salvalo come bozza.

Apri il browser Chrome. Apri il sito istituzionale del Comune di Udine digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer come testo non formattato.

Apri il browser Chrome. Apri il sito del TAR del Friuli Venezia Giulia digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer come testo non formattato.

Apri il browser Edge. Apri il sito ufficiale dell'INSIEL digitando l'indirizzo direttamente o utilizzando un motore di ricerca. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer.

Apri il browser Edge. Apri il sito del Ministero della pubblica amministrazione inserendo l'indirizzo direttamente o utilizzando un motore di ricerca. Inserisci il sito tra i preferiti.

Apri il browser Edge. Apri il sito del Ministero del lavoro inserendo l'indirizzo direttamente o utilizzando un motore di ricerca. Inserisci il sito tra i preferiti.

Apri un browser a tua scelta fra quelli disponibili nel computer. Apri il sito dell'Agenzia delle entrate inserendo l'indirizzo direttamente o utilizzando un motore di ricerca. Inserisci il sito tra i preferiti.

Apri il programma LibreOffice Writer. Inserisci una tabella di 6 righe per 4 colonne. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Writer. Inserisci l'immagine Logo_comune che si trova nella cartella Immagini, allineala al centro. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Writer. Inserisci una tabella di una colonna per due righe. Nella prima cella scrivi il tuo nome e cognome. Nella seconda la tua data di nascita. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.



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Apri il programma LibreOffice Writer. Inserisci una tabella 3x3. Nella cella centrale inserisci l'immagine Logo_comune che si trova nella cartella Immagini. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi tre numeri a tua scelta a partire dalla cella F1, uno per riga. Nella cella F4 imposta la somma totale con una formula a piacere. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi quattro numeri a tua scelta a partire dalla cella B2, uno per riga. Assegna alle quattro celle il formato numero. Nella cella B6 imposta la somma totale con una formula a piacere. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma LibreOffice Calc. Scrivi tre numeri a tua scelta a partire dalla cella H1, uno per colonna. Assegna alle tre celle il formato carattere Arial 14. Nella cella K1 imposta la somma totale con una formula a piacere. Salva il file sul desktop nominandolo con il tuo cognome e nome.

Nella cartella Documenti del computer trova il file conferenza.rtf e rinominalo in documento10.rtf. Imposta la finestra con la visualizzazione "Dettagli".

Nella cartella Documenti del computer trova il file conferenza (10).rtf e cambiane l'estensione in conferenza (10).doc. Imposta la finestra con la visualizzazione "Icone medie".

Individua i file elenco1.xlsx e documento1.docx presenti sul desktop e inseriscili in una cartella compressa (zip).

Individua il file cartella compressa.zip presente sul desktop ed estrai i file contenuti in una nuova cartella da nominare estrazione.

Nella cartella Documenti del computer crea una nuova cartella nominata elenchi e sposta al suo interno tutti i documenti di Excel presenti.

Nella cartella Documenti del computer crea una nuova cartella nominata conferenze e copia al suo interno tutti i documenti con estensione .rtf presenti.

Apri la cartella Documenti del computer, cambia la visualizzazione per mostrare i dettagli dei file e quindi ordinali per dimensione.

Apri la cartella Documenti del computer, seleziona esclusivamente i file presenti e inseriscili in una cartella compressa (zip).

Apri la cartella Documenti del computer, seleziona assieme il primo e l'ultimo file e inseriscili in una cartella compressa (zip).

Converti in pdf il file documento1.docx presente sul desktop.

Converti in pdf il file elenco1.xlsx presente sul desktop.



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Utilizzando il browser Edge apri il sito del Comune di Pordenone e stampa in pdf solo la prima pagina.

Utilizzando il browser Chrome apri il sito della Regione FVG e stampa in pdf solo la prima pagina. Apri la cartella Immagini del computer, cambia la visualizzazione per mostrare i dettagli dei file e quindi ordinali per dimensione.

Apri la cartella Immagini del computer, cambia la visualizzazione in modalità Icone grandi.

Apri la cartella Documenti del computer, seleziona tutti gli elementi presenti e inseriscili in una cartella compressa (zip).

Apri la cartella Documenti del computer, converti il file documento (3).rtf in formato pdf. Apri la cartella Immagini del computer, trova il file municipio.jpeg e stampalo in formato pdf.

Apri la cartella Immagini del computer, trova il file città.jpeg e stampalo in formato pdf.

Cancella il file logo_comune.png presente nella cartella Immagini del computer e poi ripristinalo nella sua posizione originale.

Apri la cartella Immagini del computer, trova il file primavera.png e stampalo in formato pdf.

Nella cartella Documenti del computer trova il file conferenza.rtf e cambia l'estensione in conferenza.doc. Imposta la finestra nella modalità di visualizzazione "Icone grandi".

Apri la cartella Documenti del computer, cambia la modalità di visualizzazione della finestra in modo da mostrare i dettagli dei file e quindi ordinali per dimensione crescente.

Converti in pdf il file documento.rtf presente nella cartella Documenti del computer.

Utilizzando il browser Edge apri il sito dell'INPS e stampa in pdf solo la prima pagina.

Apri la cartella Immagini del computer, cambia la modalità di visualizzazione della finestra in "Icone molto grandi".

Apri il programma LibreOffice Writer. Inserisci una tabella 4x6. Nella prima cella inserisci l'immagine Logo_comune che si trova nella cartella Immagini. Salva con nome il file sul desktop nominandolo con il tuo cognome e nome.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo due indirizzi fra i destinatari principali. Nel corpo del testo inserisci l'immagine Logo_comune che si trova nella cartella Immagini. Salva il messaggio come bozza.

Utilizzando il browser Edge apri il sito ufficiale del Quirinale. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina tutti i dati in base alla colonna Data nascita in senso crescente. Salva il file sul desktop nominandolo con il tuo nome e cognome.



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Apri il file di Excel elenco1 presente sul desktop. Elimina la colonna G e applica un filtro automatico per le altre colonne. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Word documento1 presente sul desktop. Imposta il secondo paragrafo con carattere Verdana 16 punti, allineato al centro. Salva il documento sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina tutti i dati in base alla colonna Importo acquisti in senso decrescente. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco1 presente sul desktop. Duplica il foglio attivo e rinomina la copia con il nome "Duplicato". Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome e a capo inserisci l'immagine municipio.jpeg che si trova nella cartella Immagini. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il programma LibreOffice Writer. Scrivi il tuo nome e cognome e a capo la tua data di nascita in grassetto.

Inserisci l'immagine Logo_comune.png che si trova nella cartella Immagini. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri un browser a tua scelta fra quelli installati nel computer. Apri il sito della regione FVG e in una nuova scheda quello del Comune di Pordenone. Salvati entrambi come siti preferiti.

Apri il programma LibreOffice Calc. Scrivi cinque numeri a tua scelta a partire dalla cella A1, uno per colonna. Nella cella F1 calcola il totale formattato in grassetto. Salva il file sul desktop nominandolo col tuo nome e cognome.

Apri il file di Excel elenco1 presente sul desktop. Duplica il foglio attivo e rinomina la copia con il nome "backup". Sposta il foglio backup prima del foglio originale. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Converti in pdf il file determina.rtf presente nella cartella Documenti del computer.

Apri il programma LibreOffice Writer. Inserisci una tabella 4x7. Nella prima cella inserisci l'immagine Logo_comune che si trova nella cartella Immagini. Salva con nome il file sul desktop nominandolo con il tuo nome e cognome.

Utilizzando il browser Edge apri il sito ufficiale del Ministero per la Pubblica Amministrazione. Copia l'indirizzo e incollalo in un nuovo documento di LibreOffice Writer. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco1 presente sul desktop. Applica un filtro automatico e ordina tutti i dati in base alla colonna Data nascita in senso decrescente. Salva il file sul desktop nominandolo con il tuo nome e cognome.



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Apri il file di Word documento1 presente sul desktop. Imposta il quarto paragrafo con carattere Verdana 14 punti, allineato al centro. Salva il documento sul desktop nominandolo con il tuo nome e cognome.

Apri il programma LibreOffice Writer. Scrivi la tua data di nascita e a capo inserisci l'immagine municipio.jpeg che si trova nella cartella Immagini. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Crea una nuova cartella sul desktop e nominala con il tuo nome e cognome. Copia all'interno i file documento1 ed elenco1 presenti sul desktop. Seleziona la cartella e comprimila come cartella compressa (zip).

Apri il file di Word documento1 presente sul desktop ed evidenzia il primo paragrafo in colore giallo. Imposta il terzo paragrafo in formato corsivo. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo due indirizzi email fra i destinatari per copia conoscenza nascosta. Inserisci l'allegato delibera.rtf che si trova nella cartella Documenti. Salva il messaggio come bozza.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo un indirizzo email come destinatario principale e uno come destinatario nascosto. Inserisci l'allegato determina.rtf che si trova nella cartella Documenti. Salva il messaggio come bozza.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo un indirizzo come destinatario principale e uno come copia per conoscenza. Inserisci gli allegati conferenza (6).rtf e conferenza (7).rtf che si trovano nella cartella Documenti. Salva il messaggio come bozza.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo due indirizzi fra i destinatari per copia conoscenza nascosta. Inserisci l'allegato conferenza (8).rtf che si trova in Documenti. Salva il messaggio come bozza.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo due indirizzi fra i destinatari. Nell'oggetto scrivi il tuo nome e cognome. Imposta il messaggio ad alta priorità. Salvalo come bozza.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo un indirizzo come destinatario principale. Copia il testo dal documento Word documento1 che si trova sul Desktop e incollalo nel corpo della mail. Salvala come bozza.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo un indirizzo come destinatario principale. Copia il testo dal documento Word conferenza (9).rtf che si trova in Documenti e incollalo nel corpo della mail. Salvala come bozza

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo due indirizzi fra i destinatari principali. Nel corpo del testo inserisci l'immagine municipio.jpeg che si trova nella cartella Immagini. Salva il messaggio come bozza.



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Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo un indirizzo come destinatario principale. Nel corpo del testo inserisci l'immagine città.jpg che si trova nella cartella Immagini. Salva il messaggio come bozza.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo un indirizzo in copia nascosta. Scrivi nell'oggetto il tuo nome e cognome. Inserisci come allegato l'immagine città.jpg che si trova nella cartella Immagini. Salva il messaggio come bozza.

Apri il programma di posta elettronica Thunderbird. Componi una nuova mail inserendo un indirizzo in copia nascosta. Scrivi nel corpo del messaggio il tuo nome e cognome. Inserisci come allegato l'immagine primavera.png che si trova nella cartella Immagini. Salva il messaggio come bozza.

Apri il file di Excel elenco.xlsx presente nella cartella Documenti. Applica un filtro automatico e ordina tutti i dati in base alla colonna Data nascita in senso crescente. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco presente nella cartella Documenti. Elimina la colonna A e applica un filtro automatico per le altre colonne. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco presente nella cartella Documenti. Duplica il foglio attivo e rinomina la copia con il nome "Duplicato". Dal foglio Duplicato elimina la colonna A. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco presente nella cartella Documenti. Sposta il contenuto della colonna D dopo la colonna E. Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco presente nella cartella Documenti. Nella cella G1 aggiungi un commento e scrivi il testo "da calcolare". Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco presente nella cartella Documenti. Nella cella A1 scrivi il testo "ASILO NIDO" in grassetto. Rinomina il foglio in lavoro in "Asilo". Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco presente nella cartella Documenti. Elimina la colonna G. Rinomina il foglio in lavoro in "Acquisti". Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Excel elenco presente nella cartella Documenti. Applica un filtro automatico e imposta la colonna Provincia residenza in modo che mostri solo le righe contenenti le province BA e TO. Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Apri il file documento.docx presente nella cartella Documenti. Fra il terzo e il quarto paragrafo scrivi "Incipit" formattato con lo stile Titolo principale.
Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file documento.docx presente nella cartella Documenti. Formatta il primo paragrafo utilizzando lo stile Testo citato.
Salva il file sul desktop nominandolo con il tuo nome e cognome.



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Apri il file documento.docx presente nella cartella Documenti. All'inizio del testo inserisci la parola "Prefazione" formattata con lo stile Titolo principale.
Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file documento.docx presente nella cartella Documenti. Fra il secondo e il terzo paragrafo inserisci il testo "Istruzioni" formattato con lo stile Sottotitolo.
Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file documento.docx presente nella cartella Documenti. Dopo il terzo paragrafo inserisci l'immagine primavera che si trova nella cartella Immagini.
Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file documento1.docx presente sul Desktop. Prima del testo inserisci l'immagine Logo_comune che si trova nella cartella Immagini.
Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file documento1.docx presente sul Desktop. Formatta il primo paragrafo con lo stile Titolo 4. Formatta il testo dell'ultimo con il carattere barrato.
Salva il file sul desktop nominandolo con il tuo nome e cognome.

Apri il file di Word documento1 presente sul desktop. Usando il comando appropriato sostituisci il testo "skyline" con il testo "veduta". Salva il documento sul desktop nominandolo con il tuo cognome e nome.

Conoscenza lingua inglese

Before becoming a real political objective, the idea of a united Europe was just a dream of philosophers and visionaries. Victor Hugo, for example, imagined a peaceful 'United States of Europe' inspired by humanistic ideals. The dream was broken by the terrible wars that involved the continent during the first half of the 20th century.

However, a new kind of hope emerged after the end of the Second World War. People who had resisted totalitarianism during the war were determined to put an end to international rivalry in Europe and create the conditions for a long period of peace. Between 1945 and 1950, prominent people including Robert Schuman, Konrad Adenauer, Alcide De Gasperi and Winston Churchill set about persuading their respective populations to live in a new era. New structures would be created in western Europe, based on shared interests and founded upon treaties guaranteeing the rule of law and equality between all countries.

Robert Schuman, then French Foreign Minister, took up an idea originally conceived by Jean Monnet and, on 9 May 1950, proposed establishing a European Carbon and Steel Community. In countries which had once fought each other, the production of carbon and steel would be placed under control of a common High Authority. In a practical but also richly symbolic way, the raw materials of war were now being turned into instruments of reconciliation and peace.



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Today, there is peace in the countries of the European Union, where people live in democracy with respect for the rule of law and for fundamental rights. Furthermore, the countries of the former Yugoslavia, which were at war with each other as recently as the 1990s, have today either joined the EU or are preparing to do so.

Peace should never be taken for granted. During the recent economic and social crisis, Europe has seen the rise of populist, extremist and nationalistic tendencies that threaten democracy and the process of European integration. Many movements are sceptical of current institutions, both at national and European levels. It remains to be seen whether new economic growth based on common solutions can reduce these tensions.

The European Union encouraged German unification after the fall of the Berlin Wall in 1989. When the Soviet empire ended in 1991, the countries of central and eastern Europe, which had for decades endured life behind the wall, were once again free to choose their own destiny. Many decided that their future would have been in the family of democratic European nations. Eight of them joined the EU in 2004, two more followed in 2007 and Croatia joined in 2013. The Mediterranean countries of Cyprus and Malta have also been members since 2004.

The process of EU enlargement is still going on. Seven countries are at different stages of preparing for possible membership. However, the difficult economic situation in Europe makes it improbable that any new countries will join the EU in the near future.

At the same time, the United Kingdom held a referendum in June 2016, where a majority of voters expressed their wish to leave the European Union. On 29 March 2017, the United Kingdom notified the European Council of its intention to leave the European Union, in accordance with Article 50 of the Treaty of the European Union. The negotiations between the EU and the United Kingdom began on 19 June 2017.

Europe in the 21st century still faces considerable security problems. To the south, religious fanaticism is on the rise, often leading to terrorism. Terrorist attacks in Europe by the so-called Islamic State, have led EU countries to intensify their exchanges of information and intelligence.

To the east, under the leadership of Vladimir Putin, Russia is pursuing a strategy to increase its power. The Russian annexation of Crimea in 2014 and wars in eastern Ukraine are events that happen near the EU's borders. In particular, those EU countries that suffered the repression in the Soviet Union expect solidarity from the EU with Ukraine.



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Citizens expect the EU to take effective action to ensure the security of its Member States. It has to work constructively with the regions beyond its borders: the Balkans, North Africa, the Caucasus and the Middle East. It must also protect its military and strategic interests by working with its allies, especially within NATO, and by developing a genuine common European security and defence policy.

Internal and external security are two sides of the same medal. The fight against terrorism and organised crime requires the police forces of all EU countries to work closely together. The search for joint European solutions in the areas of asylum and immigration have been high on the EU's agenda since 2015, as Europe faces unprecedented influx of refugees fleeing hunger, war and dictatorial regimes.

A new challenge that requires close cooperation between governments is making the EU an 'area of freedom, security and justice' where everyone has equal access to justice and is equally protected by the law. Bodies like Europol (the European Union Agency for Law Enforcement Cooperation) and Eurojust (which promotes cooperation between prosecutors, judges and police officers in different EU countries) can also play an active role.

The European Union was created to achieve political goals, and it set about achieving them through economic cooperation. European countries account for an ever-smaller percentage of the world's population. They must therefore continue stick together if they are to ensure economic growth and be able to compete on the world stage with other major economies. No individual EU country is strong enough to influence political decisions on the world economy.

To achieve economies of scale and find new clients, European companies need a larger base than just their national home market, and the European single market provides it. To ensure that as many people as possible benefit from this Europe-wide market of over 510 million consumers, the EU is working to remove obstacles to trade and is working to free businesses from unnecessary bureaucracy.

But Europe-wide free competition must be counterbalanced by Europe-wide solidarity. This has clear tangible benefits for European citizens: when, for example, they fall victim of natural disasters, they receive assistance from the EU budget. The 'Structural Funds', managed by the European Commission, supplement the efforts of the national and regional authorities to reduce inequalities between different parts of Europe. Money from the EU budget and from the European Investment Bank are used to improve Europe's transport infrastructure (by, for example, extending the network of motorways and high-speed railways), thus providing better access to outlying regions and stimulating trans-European trade.



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The global financial crisis in 2008 caused the most economic flexion in the EU's history. Governments and EU institutions had to act quickly to rescue banks, and the EU provided financial assistance to the most affected countries. The assistance programmes for Ireland, Portugal, Spain and Cyprus worked well and, following often difficult national reforms, these countries were able to conclude their programmes, most of them in 2014. Greece on the contrary experienced greater difficulties in implementing the required structural reforms of its public sector.

In spite of the singular situation in Greece, the single currency helped protect the euro area against speculation and devaluation during the crisis. The EU and its Member States made a concerted effort to reduce their public debt. The big challenge for European countries in the years ahead is to move out of the recession in a way that creates new, sustainable jobs, particularly in the areas of digital and green technologies.

Europe's post-industrial societies are becoming increasingly complex. Standards of living have risen, but there are still significant gaps between rich and poor. These gaps may be increased by factors such as economic recession, industrial relocation, the ageing of the population and problems related to public finances. It is important for EU countries to work together to tackle these challenges.

But working together does not mean erasing the distinct cultural and linguistic identity of individual countries. On the contrary, many EU activities promote economic growth based on unique regional elements and the rich diversity of Europe's traditions and cultures from regional gastronomy to tourism and the arts. Digital technologies will make cultural diversity an even stronger factor, as it is technically easier to distribute locally based cultural products.

Sixty-five years of European integration has shown that the EU as a whole is greater than the sum of its parts. It has far greater economic, social, technological, commercial and political importance than if its Member States had to act individually. There is added value in acting together and speaking with a single voice.

Other powers in the world, such as China and the United States, influence global economic rules. It is therefore more vital than ever for the Member States of the EU to come together maintaining their influence on the world stage. Examples of how this is happening in practice include the EU's role in worldwide negotiations on trade rules. EU countries have agreed on many principles and technical rules related to daily lives, which serve as a model for many other parts of the world.

European values are also visible around the globe in the form of the development cooperation and humanitarian help managed by the EU. The old saying 'unity is strength' is thus as relevant as ever to today's Europeans. The EU promotes humanitarian and progressive values, and ensures that



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humankind is the beneficiary, rather than the victim, of the great global changes that are taking place. People's needs cannot be met simply by market forces, or by individual countries taking unilateral action.

So the EU stands for a view of humanity and a model of society that the great majority of its citizens support. Europeans shared their rich assets of values, which includes a belief in human rights, social solidarity, free enterprise, a fair distribution of wealth, the right to a protected environment, respect for cultural, linguistic and religious diversity and a harmonious blend of tradition and progress.

The legally binding Charter of Fundamental Rights of the European Union was proclaimed in Nice in December 2000. It sets out all the rights recognised today by all of the EU's Member States and their citizens. Shared rights and values create a feeling of fraternity between Europeans. To take just one example, all EU countries have abolished the death penalty.

On 9 May 1950, the Schuman Declaration proposed the establishment of a European Carbon and Steel Community, which became reality with the Treaty of Paris of 18 April 1951. This put in place a common market in carbon and steel between the six founding countries (Belgium, the Federal Republic of Germany, France, Italy, Luxembourg and the Netherlands). The aim, after the Second World War, was to secure peace between Europe's winners and losers' nations and bring them together as equals, cooperating within shared institutions.

The 'Six' then decided, with the Treaties of Rome on 25 March 1957, to set up a European Atomic Energy Community and a European Economic Community. The latter would involve building a wider common market covering a whole range of goods and services. Customs duties between the six countries were abolished on 1 July 1968 and common policies, notably on trade and agriculture, were also put in place during the 1960s.

The success is such that Denmark, Ireland and the United Kingdom decided to join. This first enlargement, from six to nine members, took place in 1973. At the same time, new social and environmental policies were introduced, and the European Regional Development Fund was set up in 1975.

June 1979 saw a decisive step forward, with the first elections to the European Parliament by direct universal suffrage. These elections are held every 5 years. In 1981, Greece joined the Communities, followed by Spain and Portugal in 1986. This came after the fall of dictatorships in all these countries. This expansion of the Communities into southern Europe made it all the more necessary to implement regional help programmes.



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The worldwide economic recession in the early 1980s brought with it a kind of 'euro-pessimism'. However, in 1985 when the European Commission, under its President Jacques Delors, published a White Paper setting out a timetable for completing the European single market by 1 January 1993. This ambitious goal was enshrined in the Single European Act, which was signed in February 1986 and came into force on 1 July 1987.

The political shape of Europe was dramatically changed when the Berlin Wall fell in 1989. This led to the reunification of Germany in October 1990 and the coming of democracy to the countries of central and eastern Europe as they broke away from Soviet control. The Soviet Union itself ceased to exist in December 1991.

At the same time, the Member States were negotiating a new treaty, which was adopted by Heads of State or Government in Maastricht in December 1991. By adding intergovernmental cooperation (in areas such as foreign policy, justice and internal affairs) to the existing Community system, the Maastricht Treaty created the European Union (EU). It became effective on 1 November 1993.

Three more countries — Austria, Finland and Sweden — joined the EU in 1995, bringing its membership to 15. By then, Europe was facing the growing challenges of globalisation. New technologies and the ever-increasing use of the internet were modernising economies but also creating social and cultural tensions.

In the meantime, the EU was working on its most ambitious project to date — creating a single currency to make life easier for businesses, consumers and travellers. On 1 January 2002, the euro replaced the old currencies of 12 EU countries, which together now made up the 'euro area'. The euro has since been a major world currency.

In the mid-1990s, preparations began for the biggest-ever EU enlargement. Membership applications were received from six former Soviet bloc countries (Bulgaria, the Czech Republic, Hungary, Poland, Romania and Slovakia), the three Baltic states that had been part of the Soviet Union (Estonia, Latvia and Lithuania), one of the republics of former Yugoslavia (Slovenia) and two Mediterranean countries (Cyprus and Malta).

The EU welcomed this chance to help the stability of the European continent and to extend the benefits of European integration to these young democracies. Negotiations opened in December 1997 and 10 of the candidate countries joined the EU on 1 May 2004. Bulgaria and Romania followed in 2007. Croatia joined in 2013, bringing the EU's membership to 28.



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To enable it to face the complex challenges of the 21st century, the enlarged EU needed a simpler and more efficient decision-making method. New rules had been proposed in a project of EU Constitution, signed in October 2004, which would have replaced all the existing treaties. But this text was rejected by two national referendums in 2005 in France and the Netherlands.

The Constitution was therefore replaced by the Treaty of Lisbon, which was signed on 13 December 2007 and came into effect on 1 December 2009. It amends but does not replace the previous treaties, and it introduces most of the changes that featured in the Constitution. For example, it gives the European Council a permanent President and creates the post of High Representative of the Union for Foreign Affairs and Security Policy.

The European elections in May 2014 marked a change in the institutional practices of the EU in that the political parties proposed candidates for the post of President of the European Commission. The European Council then nominated the candidate from the party obtaining the most seats, as expected by the Treaty of Lisbon. This was Jean-Claude Juncker, a Luxembourger, of the European People's Party. He was approved by a large pro-European coalition in the European Parliament, which included the socialist and liberal groups.

The 2014 elections also showed gains for Eurosceptic parties which won around 100 of the 751 seats. They often vote in clear opposition to the majority political line dominating EU institutions and are usually sceptical on EU integration.

A worldwide financial and economic crisis developed in 2008. This led to the establishment of new EU mechanisms to ensure the stability of banks, reduce public debt and coordinate Member States' economic policies, particularly those using the euro. Years after, efforts made towards structural reforms and improvements in public accounts are beginning to bear fruit in the form of new economic growth.

Economic policies in the euro area are being implemented under the leadership of the Commission and the Council, who now have new legal instruments to implement the agreements reached by the Member States with a view to securing sound public finances. The European Central Bank is increasing liquidity and maintaining very low interest rates. The EU is also promoting new investments through its Strategic Investment Fund, particularly in public-private partnerships.

European integration has always been a political and economic process, open to all European countries that are prepared to sign up to the treaties and take on board the full body of EU law. According to the Treaty of Lisbon (Article 49), any European state may apply to become a member of the EU provided it respects the principles of liberty, democracy, respect for human rights and fundamental freedoms, and the rule of law.



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In 1993, following requests from the former communist countries to join the Union, the European Council laid down three criteria that each country should respect in order to become a member. By the time they join, new members must have:

- stable institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities;
- a functioning market economy and the capacity to deal with competitive pressure and market forces within the Union;
- the ability to take on the obligations of membership, including support for the purpose of the Union — they must have a public administration capable of applying and managing EU laws in practice.

Membership accession negotiations take place between the candidate country and the European Commission, which represents the EU. Once these are concluded, the decision to allow this country to join the EU must be taken unanimously by the existing Member States meeting in the Council. The European Parliament must also approve with an absolute majority vote. The accession treaty must then be ratified by the Member States and the candidate country, each in accordance with its own constitutional procedure.

During the negotiation period, candidate countries normally receive 'pre-accession' financial help from the EU to help them grow economically. They also usually have 'stabilisation and association agreements' with the EU. Under these agreements, the EU directly monitors the economic and administrative reforms the candidate countries have to carry out in order to meet the conditions for EU membership

When it met in Copenhagen in December 2002, the European Council took one of the most momentous steps in the history of European integration. By inviting 12 more countries to join it, the EU was not simply increasing its geographical size and population; it was putting an end to the division which had split the continent in two since 1945. European countries which, for decades, had not enjoyed democratic freedom were finally able to re-join the family of democratic European nations. Thus, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia became EU members in 2004, together with the Mediterranean islands of Cyprus and Malta. Bulgaria and Romania followed in 2007. Croatia joined the process by applying for membership in 2003 and eventually joining in 2013.

Turkey, a member of NATO with a long-standing association agreement with the EU, applied for European Union membership in 1987. Due to Turkey's geographical location and political history, the EU hesitated for a long time before accepting its application. However, in October 2005, accession negotiations finally began. Some EU countries have expressed doubts as to whether Turkey will or should become a member of the European Union. They propose an alternative arrangement — a 'privileged partnership'. Negotiations were relaunched in 2015, when Turkey



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agreed with the EU to help reduce and control the number of asylum seekers passing into the EU via the country. The EU intends to remain a reference point for Turkey in relation to political reforms and fundamental rights. The EU insists on the fact that respect of these values remains a non-negotiable condition of accession.

The western Balkan countries, most of which were once part of Yugoslavia, are also turning to the EU to speed up their economic reconstruction, improve their mutual relations (long scarred by ethnic and religious wars) and consolidate their democratic institutions. The EU has given 'candidate country' status to Albania, the former Yugoslav Republic of Macedonia, Montenegro and Serbia. Bosnia and Herzegovina submitted its application to join in 2016. Kosovo declared its independence in 2008 and could also become a candidate country, once the ongoing negotiations on its future have been concluded.

Formal negotiations on accession to the EU have started with Montenegro and Serbia. Iceland, hit hard by the financial crisis in 2008, applied for EU membership in 2009. Accession negotiations were discontinued in 2013 at the request of the country itself. Public opinion in Iceland was less keen on EU membership after an upturn in the country's economy. Despite of that in his inauguration speech at the European Parliament in 2014, Jean-Claude Juncker announced that there would be no new accessions during the term of his Presidency which ends in 2019.

Public debate on the future of the EU shows that many Europeans have doubts about where the borders of the EU should be drawn. Questions also arise on what constitutes European identity. There are no simple answers to these questions, particularly since each country views its geopolitical and economic interests differently. The Baltic countries and Poland have been favourable towards Ukraine joining the EU, but the conflict between Ukraine and Russia culminating in the Russian annexation of Crimea has created geopolitical tensions that make this option unrealistic. Furthermore, the strategic position of Moldova highlights the tensions between western countries and a Russia that strongly promotes its regional ambitions.

Despite satisfactory conditions, Liechtenstein, Norway and Switzerland are not members of the EU, in line with public opinion in their countries. In different EU countries, public opinion is more or less divided over the question of the European Union's final frontiers. If geographical criteria alone were applied, taking no account of democratic values, the EU could — like the Council of Europe (not an EU body) — end up with 47 Member States.

A rational approach is to say that any European country is entitled to apply for EU membership provided it can take on board the full body of EU law and is prepared to adopt the euro. European integration has been a continuous process since 1950, and any attempt to fix the EU's boundaries would be contrary to that process.



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Enlargements in 2004 and 2007 pushed the EU's borders further east and south, raising the question of how the EU should handle relations with its new neighbours country. Stability and security are an issue in the regions beyond its borders, and the EU wished to prevent the emergence of new dividing lines between itself and these neighbouring regions. Illegal immigration, the disruption of energy supplies, environmental degradation, organised cross-border crime and terrorism were issues the EU now had to deal with more intensively.

From 2004, almost all these countries have signed bilateral 'partnership and cooperation' agreements or association agreements with the EU, under which they are committed to common values (such as democracy, human rights and the rule of law) and to making progress towards a market economy, sustainable development and reducing poverty. The EU, for its part, offers financial, technical and macroeconomic assistance, easier access to visas and a range of measures to help these countries develop.

However, recent geopolitical developments have radically changed the situation. To the east, the fall of the authoritarian government of Ukraine led to the election in May 2014 of a new President — Petro Poroschenko — who was more in touch with western values. This brought about the signature of an association agreement between Ukraine and the EU in September 2014. The difficult economic situation and the military confrontations between Ukrainian forces and separatist groups supported by Russia have put the country in a very difficult situation that does not, nevertheless, prevent ties with the EU being strengthened. Between 2014 and 2015, the EU gave Ukraine more than €7 billion in financial assistance, linked to political and democratic reforms.

The 'Arab Spring' of 2011 brought about significant changes to the political situation on the southern coast of the Mediterranean and the Middle East. This included regime changes in Tunisia and Egypt, civil war in Syria, chaos in Libya after the end of the Gaddafi regime and the creation of the so-called Islamic State — which took hold of large areas of Syria and Iraq by terrorist actions.

Some EU countries form part of the military coalition fighting the so-called Islamic State, while the EU is dealing with a large influx of migrants coming from Syria, the Horn of Africa and sub-Saharan Africa, all of whom are fleeing war, religious persecution or economic misery. In 2015 around 1 million people tried to cross the Mediterranean from the coast of Libya or Turkey in boats provided by criminal human traffickers. Facing this humanitarian disaster, the EU is revising its common asylum and immigration policy.

The European Union is more than just a confederation of countries, but it is not a federal state. In fact, its structure does not fall into any traditional legal category. It is historically unique, and its decision-making system has been constantly evolving for the past 60 years or so.



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The treaties (known as 'primary' legislation) are the basis for a large body of 'secondary' legislation which has a direct impact on the daily lives of EU citizens. The secondary legislation consists mainly of regulations, directives and recommendations adopted by the EU institutions.

These laws, along with EU policies in general, are the result of decisions taken by the European Parliament (representing the people), the Council (representing national governments) and the European Commission (the executive body independent of EU governments that upholds the collective European interest). Other institutions and bodies also play a role.

The European Parliament is the elected body that represents EU citizens. It supervises the EU's activities and, together with the Council, enacts EU legislation. Since 1979, members of the European Parliament (MEPs) have been directly elected, by universal suffrage, every 5 years.

In 2017, an Italian, Antonio Tajani (European People's Party — Christian Democrats), was elected President of the Parliament for a period of two and a half years. Parliament holds its major debates at monthly plenary sessions attended, in principle, by all MEPs. These plenary sessions are normally held in Strasbourg, France, with any additional sessions held in Brussels. The preparatory work is also usually done in Brussels: the 'Conference of Presidents' — composed by the chairs of the political groups together with the President of Parliament — sets the agenda for the plenary sessions while 20 parliamentary committees draft the legislative amendments that are to be debated. Parliament's day-to-day administrative work is done by its Secretary-General, based in Luxembourg and Brussels. Each political group also has its own secretariat.

The Parliament takes part in the legislative work of the EU in two ways:

- Via 'co-decision', which is the ordinary legislative procedure, Parliament shares equal responsibility with the Council for legislating in all policy areas that require a 'qualified majority' vote in the Council. Since the Treaty of Lisbon came into force, these areas cover about 95 % of legislation. Council and Parliament can reach an agreement following the first reading. If an agreement is not reached after two readings, the proposal is brought before a conciliation committee.
- Via the 'assent' procedure, Parliament must ratify the EU's international agreements (negotiated by the Commission), including any new treaty enlarging the European Union.

The European Parliament also shares with the Council equal responsibility for adopting the EU budget (proposed by the European Commission). The Parliament can reject the proposed budget, and it has already done so on several occasions. When this happens, the entire budget procedure has to be restarted. By using its budgetary powers Parliament exercises considerable influence over EU policymaking.



The European Parliament exercises democratic supervision over the Union, and in particular over the European Commission. The European Parliament is elected every 5 years. The eighth direct elections took place between 22 and 25 May 2014, with the participation of 42.5 % out of the 380 million eligible voters. This participation rate was about the same as in the previous elections in 2009.

Following the Treaty of Lisbon and for the first time in 2014, the European-wide parties each selected their top candidate, who was also a candidate for the post of President of the European Commission. The European People's Party gained the largest number of seats, and the European Council decided by qualified majority to nominate the candidate from this party for the job. This was Jean-Claude Juncker, former Prime Minister of Luxembourg. A large majority in the Parliament voted for him (422 votes 'for', with 250 'against' and 47 abstentions).

Parliament thereafter held 'hearings' of the 27 proposed candidates from each Member State to consider their suitability as Members of the Commission, before approving the Commission as an entire

For this reason, the EU developed a new European neighbourhood policy, governing relations with its neighbours to the east and south-east (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), and to the south (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the occupied Palestinian territory, Syria and Tunisia).

At any time, Parliament can dismiss the entire Commission by adopting a motion of censure. This requires a two-thirds majority. Parliament also supervises the day-to-day management of EU policies by putting oral and written questions to the Commission and the Council.

Members of the European Parliament and members of national parliaments of the Member States often work closely together. This happens within the political parties and in specialised bodies that exist for this purpose. Since 2009, the EU Treaty has defined the role of national parliaments in the EU. They can express their opinions on all new laws proposed by the Commission and in that way ensure that the principle of subsidiarity is followed. This principle states that the EU should only deal with a subject when action at European level is more efficient than at national or regional levels.

The European Council is the EU's top political institution. It consists of the Heads of State or Government — the presidents and/or prime ministers — of all the EU member countries, plus the President of the European Commission. It normally meets four times a year, in Brussels. It has a



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permanent President, whose job is to coordinate the European Council's work and ensure its continuity. The permanent President is elected (by a qualified majority vote of its members) for a period of two and a half years and can be re-elected once.

The European Council establishes the EU's goals and sets the course for achieving them. It provides the impulse for the EU's main policy initiatives and takes decisions on certain issues that the Council of Ministers are not able to agree upon. The European Council also tackles current international problems via the 'common foreign and security policy' — which is a mechanism for coordinating the foreign policies of the EU's Member States.

The Council (also known as the Council of Ministers) is made up of ministers from the EU's national governments. The Member States take it in turns to hold the Council Presidency for a 6-month period. Every Council meeting is attended by one minister from each EU country. Which ministers attend a meeting depends on which topic is on the agenda: foreign affairs, agriculture, industry, transport, the environment, etc.

Meetings of the Council of the Ministers for Foreign Affairs are chaired by the High Representative of the Union for Foreign Affairs and Security Policy, who is also a Vice-President of the Commission. Federica Mogherini, former Foreign Minister of Italy, has occupied this post since November 2014.

The Council's main job is to pass EU laws. Normally it shares this responsibility with the European Parliament. The Council and the Parliament also share equal responsibility for adopting the EU budget. In addition, the Council signs international agreements that have been negotiated by the Commission.

The Council has to take its decisions either by a simple majority vote, a 'qualified majority' vote or unanimously, depending on the subject to be decided. The Council has to agree unanimously on important questions such as taxation, any amendments to the treaties, launching of a new common policy or a new accession to the EU.

In most other cases, qualified majority voting is used. This means that a Council decision can only be taken with the so-called double majority. A decision will be adopted if 55 % of the Member States are in favour (16 of the 28 countries) and if they represent at least 65 % of the EU's population (about 332 million citizens out of 510 million).



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When the euro was launched, a new body was set up within the Council — the 'Eurogroup' — the meetings of which are attended by all the economic and finance ministers of the 19 countries of the euro area.

The Commission is a key EU institution. It is the only one that has the right to make proposals for new EU legislation, which it then sends to the Council and Parliament for discussion and adoption. Its members are appointed for a 5-year term by agreement between the Member States, subject to approval by the European Parliament. The Commission is answerable to the Parliament, and the entire Commission has to resign if the Parliament passes a motion of censure against it.

There is one Commission member ('Commissioner') from each EU country, including the Commission President and the High Representative of the Union for Foreign Affairs and Security Policy, who is one of the Commission's Vice-Presidents.. For example the president Jean-Claude Juncker appointed seven Vice-Presidents to coordinate the work of the Commissioners and to ensure focus on his priority areas such as jobs and growth, the digital single market, energy and climate change and economic and monetary union. To help ensure that the Commission concentrates on the most important priorities and respects the principles of subsidiarity, the President appointed Frans Timmermans as First Vice-President with responsibility for better regulation and institutional relations.

The Commission enjoys a substantial degree of independence in exercising its powers. Its job is to act for the common interest, which means that it must not take instructions from any national government. As 'Guardian of the treaties', it has to ensure that the regulations and directives adopted by the Council and Parliament are being implemented in the Member States. If they are not, the Commission can take the offending party to the Court of Justice to oblige it to comply with EU law.

As the EU's executive arm, the Commission implements the decisions taken by the Council in areas such as the common agricultural policy. It has wide powers to manage the EU's common policies, such as research and technology, overseas aid and regional development. It also manages the budget for these policies. The European Commission is the EU's executive organ and its members must constantly listen to what people want. The Commissioners are assisted by a civil service, based mainly in Brussels and Luxembourg. There are also a number of agencies set up to carry out specific tasks for the Commission and mostly located in other European cities.

The Court of Justice of the European Union, located in Luxembourg, is made up of one judge from each EU country, assisted by eleven advocates-general. They are appointed by joint agreement of the governments of the Member States for a renewable term of 6 years. Their independence is guaranteed. The Court's role is to ensure that EU law is complied with, and that the treaties are correctly interpreted and applied.



The European Central Bank in Frankfurt is responsible for managing the euro and the EU's monetary policy. Its governing board consists of six directors and the governors of the national central banks of the 19 countries in the euro area. The main tasks of the Central Bank are to maintain price stability and to supervise banks in the euro area. Former Governor of the Bank of Italy, Mario Draghi, has been President of the Central Bank since 2011.

The European Court of Auditors, located in Luxembourg, was established in 1975. It has one member from each EU country, appointed for a term of 6 years by agreement between the Member States following consultation of the European Parliament. It makes sure that all the European Union's income has been received and all its expenditure incurred in a lawful and regular manner and that the EU budget has been managed adequately.

When taking decisions in a number of policy areas, the Council and the European Commission consult the European Economic and Social Committee. Its members represent the various economic and social interest groups that collectively make up 'organised civil society', and are appointed by the Council for a 5-year term.

The Committee of the Regions consists of representatives of regional and local government. They are proposed by the Member States and appointed by the Council for a 5-year term. The Council and the Commission must consult the Committee on matters of relevance to the regions, and it may also issue opinions on its own initiative.

The European Investment Bank, based in Luxembourg, provides loans and guarantees to assist the EU's less developed regions and to help make businesses more competitive.

The Ombudsman (mediatore europeo) is elected by the European Parliament for a renewable period of 5 years. Its role is to investigate complaints relating to poor administration in the EU institutions. Citizens, companies and residents in the EU can file complaints.

The European Union's activities impact on the day-to-day life of its citizens by deal with many of the real challenges facing society: environmental protection, health, technological innovation, energy, etc.

Scientists have been warning since the 1960s that the earth's temperature is increasing. Political leaders were initially slow to respond but in 1988 the United Nations set up its 'Intergovernmental Group on Climate Change'. This expert group has managed to attract the world's attention to the



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potentially disastrous consequences of global warming which is caused by the emission of harmful gasses.

In 2014, EU leaders agreed the ambitious target of a reduction of at least 40 % by 2030, as compared with 1990. The EU countries also acted decisively together to help ensure that the United Nations' conference on climate change in Paris in December 2015 led to an agreement by 195 countries on a 2 °C tolerance level on global warming. The political process of ratification of the Paris Agreement by the EU was finalised on 4 October 2016 when the European Parliament approved the ratification, thereby allowing it to enter into force.

The EU countries have agreed on binding legislation in order to achieve a reduction in harmful emissions within the EU. Much of the attention is about investing in new technology, which also creates jobs and economic growth. An EU-wide 'emission trading scheme' ensure that the required reductions in the emission of harmful gases are done efficiently.

The EU is also deal with wide range of other environmental issues including noise, waste, the protection of natural habitats, exhaust gases, chemicals, industrial accidents and the quality of water. It also works to prevent natural or man-made disasters such as oil leaks or forest fires.

The EU is constantly improving its legislation to provide better protection for public health. For example, EU legislation on chemicals has been replaced by a single system based on registration, evaluation and authorisation of chemicals. This system uses a central database, managed by the European Chemicals Agency, located in Helsinki. The purpose is to prevent contamination of the air, water, soil and buildings, to preserve biodiversity and to improve the health and safety of EU citizens and at the same time keeping European industry competitive.

The founders of the European Union noted that Europe's future prosperity would depend on its ability to remain a world leader in technology. They understood that many advantages would have earned from joint European research. So, in 1958, near the European Economic Community, they created EURATOM. Its purpose was for EU countries to manage together nuclear energy for peaceful purposes, with the help of a Joint Research Centre, which consists of seven research institutes.

However, to keep pace with increasing global competition, European research had to diversify and to break down the barriers between national research programmes, working with a variety of scientists and helping them find industrial applications for their discoveries.



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Joint research at EU level today is designed to complement national research programmes. It focuses on projects that bring together a number of laboratories in several EU countries. It also supports fundamental research in fields such as controlled thermonuclear fusion (a potentially inexhaustible source of energy for the 21st century). Moreover, it encourages research and technological development in key industries such as electronics and computers.

The EU's goal is to spend 3 % of its gross domestic product (GDP) on research. The main vehicle for funding EU research is a series of programmes. Lot of billion are spent on research in areas like health, food and agriculture, information and communications technologies, nanosciences, energy, the environment, transport, security and space and socioeconomic sciences. Other programmes promote international cooperation research projects and provide support for researchers and their career development.

Over half of all energy sources in the EU are currently being imported, making the EU the world's biggest importer of energy. Europeans are vulnerable in supply problems or price increases caused by international crises. In this context the EU is working to reduce the consumption of fossil fuels and reverse the process of global warming.

Various measures are being taken, for example, to save energy by using it more intelligently, to develop alternative energy sources (particularly renewable energy sources), and to increase international cooperation. The energy consumption of buildings is one key area in which the EU uses 40 % of its energy and creates 36 % of harmful emissions. Research and development on energy in Europe focuses on solar, wind, biomass and nuclear power.

An important priority in energy policy is to ensure better connectivity of the transport of energy across Europe. This can lead to more efficient use of energy, both for technical reasons and because of common markets. Most projects benefiting from the Investment Plan for Europe, launched by President Juncker in 2014, promote efficient, clean and renewable energy. These include the linking of the energy grids of Spain and Portugal with that of France, and the linking of grids around the Baltic Sea. Europe also acts on the international stage, particularly with Russia and the Middle East, to guarantee the continuity of energy supplies.

To make sure the common market works properly, disequilibriums in it need to be corrected. That is the purpose of the EU's 'solidarity policies', designed to help underdeveloped regions and troubled sectors of the economy. The EU also contributes to help restructure industries which have been hard hit by fast-growing international competition.

The purpose of the EU's common agricultural policy, as expected in the original Treaty of Rome from 1957, were to ensure a fair standard of living for farmers, to ensure market stability and to



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modernise farming infrastructure. These goals have largely been achieved. Moreover, consumers today enjoy security of supply and the prices of agricultural products are kept stable, protected from fluctuations on the world market. The common agricultural policy is financed by the European Agricultural Guarantee Fund and the European Agricultural Fund for Rural Development.

However, the EU's agricultural policy became a victim of its own success. Production exceeded consumption, generating considerable costs on the EU budget. In order to resolve this problem, agricultural policy had to be redefined. These reforms have produced results: production has been re-brought under control.

The new role of the farming community is to ensure a certain amount of economic activity in every rural area and to protect the diversity and sustainability of Europe's countryside. This diversity and the recognition of a 'rural way of life' — people living in harmony with the land — are an important part of Europe's identity. Furthermore, European agriculture has an important role to play in combating climate change, protecting wildlife and feeding the world.

The third stage was the birth process of the euro. From 1 January 1999 to 1 January 2002, the euro was phased in as the common currency of participating EU countries (Austria, Belgium, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal and Spain). The European Central Bank took over from the European Monetary Institute and became responsible for monetary policy, which was now defined and implemented in the new currency. Three countries (Denmark, Sweden and the United Kingdom) decided, for political and technical reasons, not to adopt the euro when it was launched. Slovenia joined the euro area in 2007, followed by Cyprus and Malta in 2008, Slovakia in 2009, Estonia in 2011, Latvia in 2014 and Lithuania in 2015.

Moreover, there are programs designed to promote and protect the names of local and regional quality agricultural products and foodstuffs in the EU. The European Union has also a common fisheries policy. Rules on how to manage and conserve fish stocks are set at European level.

The aim of the EU's social policy is to correct the most glaring inequalities in European society. The European Social Fund was established in 1961 to promote job creation and help workers move from one type of work and/or one geographical area to another.

Financial help is not the only way in which the EU seeks to improve social conditions in Europe. Help alone could never solve all the problems caused by economic recession or by regional underdevelopment. The dynamic effects of growth must, above all, encourage social progress. This goes hand in hand with legislation that guarantees a solid set of minimum rights. Some of these rights are established in the treaties, for example the right of women and men to equal pay



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for equal work. Others are set out in directives concerning the protection of workers (health and safety at work) and essential safety standards.

The EU's Charter of the Fundamental Social Rights of Workers, which became an integral part of the EU Treaty in 1997, sets out the rights that all workers in the EU should enjoy: free movement; fair pay; improved working conditions; social protection; the right to form associations; the right to vocational training; equal treatment of women and men; worker information, consultation and participation; health protection and safety at the workplace; protection for children, the elderly and the disabled. Discussions are taking place on how European social protection can be organised in a future labour market increasingly influenced by new technologies and globalisation.

The 1957 Treaty establishing the European Economic Community made it possible to abolish customs barriers between the member countries and to apply a common customs tariff on imports from countries outside of the Community. This objective was achieved on 1 July 1968.

However, customs duties are only one aspect of protectionism. In the 1970s, other trade barriers impeded the full realisation of the common market. Technical norms, health and safety standards, exchange controls and national regulations on the right to practise certain professions all restricted the free movement of people, goods and capital.

In June 1985, the Commission, under its President Jacques Delors, published a White Paper setting out plans to abolish, within 7 years, all physical, technical and tax-related barriers to free movement within the European Community. The purpose was to stimulate the growth of trade and industrial activity within the 'single market', a large and unified economic area on a par with the United States of America.

Negotiations between the Member States' governments led to a new treaty — the Single European Act, which came into force in July 1987. Its provisions included:

- extending the powers of the European Community in some policy areas (such as social policy, research and the environment);
- establishing the single market by the end of 1992;
- making more frequent use of majority voting in the Council of Ministers, to make it easier to take decisions about the single market.

All border controls within the EU on goods have been abolished, together with customs controls on people, but the police still carry out random spot checks as part of the fight against crime and drugs. In June 1985, five of the 10 Member States signed the Schengen Agreement under which



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their national police forces collaborate together, and a common asylum and visa policy was set up. This made it possible to completely abolish checks on persons at the borders between the Schengen countries. Today, the Schengen area is made up of 26 European countries, including four which are not members of the European Union (Iceland, Liechtenstein, Norway and Switzerland).

EU countries have agreed to recognise one another's rules on the sale of most goods. Since the sentence 'Cassis de Dijon' ruling by the European Court of Justice in 1979, any product legally manufactured and sold in one Member State must be allowed to be placed on the market in all the others.

Where services are concerned, EU countries mutually recognise or coordinate their national rules permitting people to practise professions such as law, medicine, tourism, banking or insurance. However, freedom of movement for persons is far from complete. In spite of the 2005 directive on the recognition of professional qualifications, there are still obstacles making difficult for people moving to other EU countries or doing certain types of work there. However, qualified people are increasingly free to practise their profession anywhere in the European Union.

The European Commission has taken action to improve worker mobility, and particularly to ensure that educational diplomas and job qualifications obtained in one EU country are recognised in all the others. Some people work temporarily in another EU country, for example, if a construction company has a project in an EU country other than where it is based. EU rules state that the working conditions for so-called posted workers (lavoratori distaccati) must be at the same level as those for other workers in the country where the work is done.

Tax barriers have been reduced by partially aligning national VAT rates. Member States have agreed common rules and minimum rates to avoid distorting competition across borders within the EU.

Contracts for work in the public sector are a major part of the economy, representing 19 % of GDP (PIL). Contracts in any EU country are now open to offerers from anywhere in the EU. This is thanks to EU directives covering services, supplies and works in many sectors, including water, energy and telecommunications.

In 2008, in the wake of the loan (prestito) crisis in the United States, a massive financial crisis rocked the world's banking systems and economies, and plunged the European Union into recession in 2009. Part of the subsequent reaction was to reform the way banks and financial institutions operate in order to make them more transparent and accountable. This was made possible through the creation of the 'banking union'.



New EU rules provide greater protection for bank deposits, increase the amount of capital banks must hold so as to make them more stable, regulate complicated financial products and put limits on bank directors' bonuses. Banks in the euro area are supervised by a Europe-wide system under the direction of the European Central Bank. There are also new rules on how to close down failing banks. A special fund now ensures that the costs involved in these operations are carried by the banks and not by taxpayers.

European leaders are working on reinforce the single markets of capital. The purpose is to make it easier for small businesses to finance their activities and to make it more attractive to invest in Europe. Reforms of corporate taxation are also under discussion.

The idea is that the EU Member States should agree on common rules on how to calculate the basis on which they tax businesses. Countries would still have different tax rates, but common rules would make it much cheaper for businesses to operate across borders and reduce tax evasion. It would also make it impossible for individual countries to offer favourable tax deals to businesses in order to attract investments from abroad.

EU products need protection from piracy and counterfeiting. The European Commission estimates that these crimes cost the EU thousands of jobs each year. This is why the Commission and national governments are working together on extending copyright and patent protection.

The EU's activities have focused on ensuring the freedom to provide services in land transport. In particular, this means giving transport companies free access to the international transport market and permitting transporters from any EU country to operate in all other EU countries. The EU is also working to ensure fair competition in road transport, by (for example) harmonising the rules on worker qualifications and market access, the freedom to establish a business and provide services, driving hours and road safety.

Air transport in Europe was dominated by national flag carriers and state airports. The single market has changed all that. All EU airlines may now operate air services on any route within the EU and set tariffs at any level they choose. Consequently, many new routes have been opened up and prices have fallen dramatically. Passengers, airlines, airports and employees have all benefited from that. Similarly, passengers are benefiting from increased competition between railway companies.



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Shipping, carried out by European companies or by vessels flying the flag of non-EU countries, is subject to EU competition rules. These rules are intended to combat unfair pricing practices (flags of convenience) and also to address the difficulties facing the shipbuilding industry in Europe.

The European Union has been funding ambitious new technology projects such as the Galileo satellite navigation system, the European rail traffic management system and SESAR — a programme for modernising air navigation systems. Road traffic safety rules (in areas such as vehicle maintenance, the transport of dangerous goods and the safety of roads) have been made much more stringent.

Passengers' rights are also better protected thanks to the implementation of a comprehensive set of rights for all modes of transport: road, air, rail and water. Passengers in the EU, including disabled passengers and those with reduced mobility, have the right to accurate and accessible information, assistance and, in certain circumstances, compensation, in case of cancellation or long delays. Investment in transport infrastructure is a main priority of the EU Investment Plan for Europe launched in 2014.

The EU's competition policy is essential for ensuring that, within the European single market, competition is not only free but also fair. The European Commission implements this policy and, together with the Court of Justice, ensures that it is respected. The purpose of this policy is to ensure that all companies compete fairly and equally in the single market to the benefit of consumers, businesses and the European economy as a whole.

Any agreement falling under the treaty rules must be notified to the European Commission by the companies or interested entities. The Commission must also be notified of any operation of fusion or acquisition that could lead to a company having a dominant position in a particular market. The Commission may impose an amends directly on any company which breaks the competition rules or fails to make the required notification — as in the case of Microsoft, which was fined €900 million in 2008. In 2017, the Commission fined Google €2.42 billion for abusing its market dominance as a search engine by promoting its own comparison shopping service in its search results, and demoting those of competitors.

If an EU Member State illegally grants financial helps, or fails to notify such helps, the Commission may demand that it be repaid. Tax advantages given by governments to individual companies can also be regarded as illegal state help. For example, in August 2016, the European Commission concluded that Ireland had granted the Apple company undue tax benefits amounting to €13 billion.



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EU legislation in this field purpose is to give all consumers the same degree of financial and health protection, regardless of where in the European Union they live, travel or shop. The need for EU-wide protection came into sharp focus in the late 1990s with alarms over food safety issues. To provide a sound scientific foundation for food safety legislation, the European Food Safety Authority was set up in 2002.

Europe-wide consumer protection is also needed in many other fields. This is why there are numerous EU directives on the safety of cosmetics, toys and fireworks. In 1993 the European Medicines Agency was set up to handle applications for European marketing authorisations for medicinal products. No medicine can be marketed in the EU without authorisation. The European Union also takes action to protect consumers from false and misleading advertising, defective products and abuses in areas such as consumer credit and mail-order or online shopping.

In 1971, the United States of America decided to abolish the fixed link between the dollar and the official price of gold, which had ensured global monetary stability after the Second World War. This put an end to the system of fixed exchange rates. The governors of the European Economic Community countries' central banks decided to limit exchange rate fluctuations between their currencies to no more than 2.25 %, thus creating the 'European monetary system' which came into operation in March 1979.

At the European Council in Madrid in June 1989, EU leaders adopted a three-stage plan for economic and monetary union. This plan became part of the Treaty of Maastricht on European Union adopted by the European Council in December 1991.

The first stage, which began on 1 July 1990, involved:

- completely free movement of capital within the EU (abolition of exchange controls);
- increasing the Structural Funds so as to step up efforts to remove inequalities between European regions;
- economic convergence, through the multilateral surveillance of Member States' economic policies.

The second stage began on 1 January 1994. It involved:

- setting up the European Monetary Institute in Frankfurt, made up of the governors of the central banks of the EU countries;
- making (or keeping) national central banks independent of government control;
- introducing rules to reduce national budget deficits.



The euro area thus embraces 19 EU countries, and each of the other Member States is expected to join once they have fulfilled the necessary conditions, except those that have obtained an exception during treaty negotiations.

In order to join the euro area, each EU country must meet the following five convergence criteria:

- Price stability: the rate of inflation may not exceed by more than 1.5 percentage points the average rates of inflation of the three Member States with the lowest inflation.
- Interest rates: long-term interest rates may not vary by more than 2 percentage points in relation to the average interest rates of the three Member States with the lowest interest rates.
- Deficits: national budget deficits must be below 3 % of GDP (PIL).
- Public debt: this may not exceed 60 % of GDP (PIL).
- Exchange rate stability: exchange rates must have remained within the authorised margin of fluctuation for the previous 2 years.

In June 1997, the Amsterdam European Council adopted a Stability and Growth Pact. This was a permanent commitment to budgetary stability, and made it possible for penalties to be imposed on any country in the euro area whose budget deficit exceeded 3 % of GDP (PIL). The same idea was further reinforced in 2012 when the governments of 25 EU countries signed an international agreement entitled the 'Treaty on Stability, Coordination and Governance in the Economic and Monetary Union'. It is also known as the 'Fiscal Compact' and obliged the participating countries to establish rules on a balanced budget into national law. After years of global economic crisis, some countries in the euro area are still a long way from fulfilling the criteria in these agreements. The Commission and the Eurogroup continue to urge them to do so, particularly when it comes to reducing their public debt.

The Eurogroup consists of the finance ministers from the euro area countries. They meet to coordinate their economic policies and to monitor their countries' budgetary and financial policies. The Eurogroup also represents the euro's interests in international forums.

The 2008 financial crisis considerably increased public debt in most EU countries. The euro protected the most vulnerable economies from the risk of devaluation as they deal with the crisis and faced attacks by speculators on the global financial markets.

At the start of the crisis, many banks ran into trouble leading them to be saved by national governments, increasing in that way public debt. Attention subsequently turned to government



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debt, as some heavily indebted countries with worsening budget deficits were particularly targeted during the winter of 2009-2010. It was for this reason that EU leaders set up the 'European Stability Mechanism'. It has a lending capacity of €500 billion in funds guaranteed by the euro countries, and is used to safeguard financial stability in the euro area.

Between 2010 and 2013, five countries (Cyprus, Greece, Ireland, Portugal and Spain) made agreements with the various EU bodies and the International Monetary Fund for financial assistance. The agreements were adapted to the situation in each country, but typically included reforms to improve public sector efficiency in the respective countries. By the end of 2013 Ireland was the first country to successfully complete the agreed economic adjustment programme and to begin again to borrow money directly on the capital markets. Portugal and Spain also improved their situation and EU assistance to them ended in 2014. Cyprus followed in 2016.

Greece, has found it more difficult to implement structural reforms to its economy such as rationalizing the public sector, privatisations and creation of sustainable pension systems. These reforms were agreed in the context of two assistance programmes in 2010 and 2014. They were financed by the EU, the European Central Bank and the International Monetary Fund to a total value of €226 billion. Long and complex negotiations were needed before a third agreement was reached in July 2015, based on a firm commitment by the Greek government to implement policies aimed at improving its public finances and to reforming its economy.

As part of the response to the crisis, the EU Member States and institutions also brought into play provisions of the Treaty of Lisbon designed to strengthen the EU's economic governance. In a process entitled the 'European semester', Member States are obliged, in October of each year, to present the Commission with their draft budgets for the following year. If necessary, they then have to adjust them in the light of the Commission's observations on any further action required to achieve the previously agreed common goals. Prior discussion of national budget plans, monitoring national economies and aggravating the rules on competitiveness, with sanctions to be applied if countries breach the financial rules, increasingly constitute the basis for an economic and monetary governance of the euro area.

In response to global financial and economic change, the EU has to take stronger action to ensure that Member States manage their budgets responsibly and support one another financially. This is the only way to ensure that the euro remains credible as a single currency and that the Member States can, together, face the economic challenges of globalisation. Both the Commission and European Parliament stress the importance of coordinating national economic and social policies, since, in the long run, Europe's common currency is not viable without some form of common economic governance.



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In September 2015, Commission President Jean-Claude Juncker presented his proposals on how to strengthen the euro area. They were based on a report drawn up by the five Presidents of the EU institutions dealing with the euro. The plan comprises a common system to guarantee bank deposits; a single representative of the euro area in global financial institutions such as the International Monetary Fund and the World Bank; a more democratic and efficient system to monitor national budgets; coordination of fiscal policy and a base for social protection and labour market rules. In the end this might mean the creation of a common treasury for the euro area

The European Central Bank now considers it part of its goals to assist with the revival of the economy. In 2015 the Bank launched the so-called quantitative easing, whereby the Bank buys debt, mainly public, in order to stimulate the economy. This reduces the interest rate, which favours investment and reduce public debt. It also lowers the exchange rate of the euro in relation to other currencies, which is good for European exports.

At the beginning of the 1990s, globalisation began to revolutionise the economy and the daily lives of people all over the world. Economies everywhere became increasingly interdependent. Production in Europe faced strong competition from emerging economies, in particular China and other Asian countries, whose lower salary levels made them more competitive. This shook to its core the European model of society which is based on public social services and high standards of living. But at the same time the technological revolution, including the internet and new information and communications technologies, opened up new possibilities for growth and employment.

Recently, the world was rocked by major financial and economic crises. The crisis began in the American financial sector with the so-called sub-prime loans, with the high level of debt in Europe aggravating the situation. This led to a severe economic downturn and increased unemployment in Europe, creating the worst crisis since that of 1929 that ultimately led to the Second World War. The social consequences of the recession, which reach the peak in 2010 and began to lessen following moderate growth since 2014, became evident with a dramatic increase in unemployment, particularly in southern Europe and among young people.

Operations to revive the economy were mainly required at national level. The main priority for EU countries was to reduce their public debt, which had increased as a result of greater expenditure on social services following the crisis. Some countries rigorously pursued this objective whilst others had to ask for more time to reach their agreed debt objective of 3 % maximum. Obviously the political choices made by each government to tackle the crisis directly affected their citizens.

The EU and its institutions have also played an active role during this time to revive the economy. At the same time as a number of measures have been taken to consolidate the Economic and Monetary Union, the Commission has launched a number of initiatives to increase productivity and social cohesion.



As part of this strategy, the 28 EU Member States have agreed to:

- give the European Commission a greater role in driving the process forward, in particular by disseminating 'best practice' in respect to national economic policy;
- move faster to reform their financial markets and social security systems and to open up their telecommunications and energy sectors to competition;
- improve their education systems, do more to help young people find jobs, forge stronger links between universities and businesses, take swifter action to create a European 'single market' for research, enabling scientists, knowledge and technology to move freely around Europe;
- increase spending on research and innovation to 3 % of GDP - PIL (a goal also adopted by the United States).

Jean-Claude Juncker took office as Commission President in 2014 with an ambitious programme to stimulate growth, employment and investment. He launched his 'Investment Plan for Europe', with the purpose to increase investment by €315 billion between 2015 and 2017. This was made possible thanks to the new European Fund for Strategic Investment in cooperation with the European Investment Bank. In view of the success of the first year of this Fund, in his 'State of the Union' speech in September 2016 President Juncker proposed to double the duration of the Fund and provide €500 billion of investments by 2020 and up to €630 billion by 2022.

The European Fund for Strategic Investment guarantees loans to public or private investments, which otherwise might not have been made. The Fund has access to an amount of public money as a starting point, which means that it has a multiplier effect in attracting private investment to the same projects. The Fund concentrates on investment in infrastructure, particularly in high-speed data net and energy grids, transport infrastructure, education, research and innovation, renewable energy and small businesses. In 2016, the European Commission also proposed using the same system to promote investment in Africa and Europe's neighbouring countries.

The internet and digital technologies play an important role in creating the jobs of the future. While Europeans are at the forefront in some areas, not all digital opportunities for people and businesses are being taken up. Only 15 % of EU citizens buy online from other EU countries. Internet companies and start-ups do not take full advantage of online growth opportunities, with only 7 % of small businesses selling cross-border.