



**The Annual work programme of the Executive Agency for  
Small and Medium-sized Enterprises for 2016**



## Contents

PART 1.	Message from the Director .....	3
1.1	The Agency at cruising speed .....	3
1.2	Key Performance Indicators .....	4
PART 2.	Mission Statement .....	6
PART 3.	Overview of outputs for the year .....	8
3.1	Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME) .....	8
3.2	Framework Programme for Research and Innovation (Horizon 2020) .....	17
3.2.1	Innovation in SMEs .....	18
3.2.2	Societal challenge 'Secure, clean and efficient energy' .....	22
3.2.3	Societal challenge 'Climate action, environment, resource efficiency and raw materials' .....	24
3.2.4	SME-instrument .....	27
3.2.5	Fast Track to Innovation pilot scheme .....	30
3.3	Programme for the Environment and Climate Action (LIFE) .....	32
3.4	European Maritime and Fisheries Fund (EMFF) .....	35
3.5	Intelligent Energy Europe Programme (IEE) and Eco-innovation projects .....	40
3.5.1	Intelligent Energy Europe Programme (IEE) .....	40
3.5.2	Eco-innovation projects .....	41
PART 4.	Organisational management .....	42
4.1	Relevant objectives and indicators .....	42
4.1.1	Human Resource Management .....	42
4.1.2	Financial Management: Internal control and Risk Management .....	44
4.1.3	Information management .....	46
4.1.4	Communication .....	47
4.2	Operating budget, staff and operational appropriations .....	48
4.2.1	Operating budget .....	48
4.2.2	Human resources .....	50
4.2.3	Delegated operational appropriations .....	53
4.3	Specific efforts to improve economy and efficiency of financial and non-financial activities .....	59
ANNEX 1.	2016 Communication Work Plan .....	60

## **PART 1. Message from the Director**

### **1.1 The Agency at cruising speed**

In 2016, the Agency will reach cruising speed in terms of programme implementation. At the start of the Agency's third year of operation, the number of running projects<sup>1</sup> reaches 2 146, including 232 from the IEE legacy and 157 from the Eco-innovation legacy. The operational budget for 2016 will amount to EUR 1,32 billion, an increase of 60 % compared to the budget in the first year of the Agency's operation. For all new programmes the full project cycle is now managed by the Agency. Following the closure of the first projects under the new generation of programmes, 2016 will see the first ex-post audits launched.

To manage the increasing stock of running projects, a further increase in the Agency's staff is foreseen. By the end of 2016, staffing figures should amount to 437 which represents an increase of almost 10 % compared to the end of 2015. While the growth of the Agency is less pronounced than in 2015, recruitment will remain one of the key HR-activities in 2016. In addition, more emphasis will be put on the integration of newcomers and the creation of a common culture and values for the Agency.

The significant growth of the Agency prompted also a rethinking of the organisational structures. The experience gained after two years of operation helped us to formulate proposals for organisational changes to better achieve our objectives and to introduce a more coherent structure. Organisational development will therefore be one of the priorities in 2016.

Working with an excellent team of committed professionals, I am confident that we will succeed in achieving our objectives in 2016.

Patrick Lambert

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<sup>1</sup> Grant agreements and procurement contracts

## 1.2 Key Performance Indicators

The following key performance indicators measure the most critical aspects of the Agency's performance. Monitoring data corresponding to these indicators will be presented in detail in the 2016 Annual Activity Report.

Indicator: time to grant Source of data: EASME.C1			
Baseline (2015)		Target (2016) <sup>2</sup>	
	TTG <sup>3</sup> (TTI + TTS)	TTI <sup>4</sup>	TTS <sup>5</sup>
H2020	239 days	131 days	108 days
SME-instr. <sup>6</sup>	Phase 1: 202 days Phase 2: 294 days	Phase 1: 71 days Phase 2: 75 days	Phase 1: 131 days Phase 2: 219 days
FTI	- <sup>7</sup>	114 days	
non-H2020	243 days	123 days	120 days
	TTG (TTI + TTS)	TTI	TTS
H2020	8 months (245 days)	5 months (153 days)	
SME-instr.	Phase 1: 3 months (92 days) Phase 2: 6 months (183 days)	Phase 1: 2 months (61 days) Phase 2: 4 months (122 days)	
FTI	6 months (183 days)	3 months (92 days)	
non-H2020	9 months (274 days)	6 months (183 days)	3 months (92 days)

<sup>2</sup> In the Agency's risk assessment, the 'inability to achieve the Time-To-Grant for 100% of grant agreements' was identified as a risk since it suffices to have one grant agreement signed outside the reference period to fail on this objective. It should also be noted that the Agency is not responsible for all steps in the grant agreement preparations (ie. participant validation, security screening) and therefore cannot control the full process and its timeliness. Therefore, and in order to present a fair picture of the achievements on Time-To-Grant, the Agency will also report on the average time to grant and the % of grant agreements signed within the target deadlines.

<sup>3</sup> TTG = (total) Time-To-Grant: time between the closing date for submission and the date of signature of all grant agreements (or the last one). Grants selected from the reserve list are not taken into consideration.

<sup>4</sup> TTI = Time-To-Inform: time between the closing date for submission and the date of informing all applicants of the outcome of the evaluation of their application.

<sup>5</sup> TTS = Time-To-Signature: time between the date of informing applicants they have been successful and the date of signing grant agreements with applicants or notifying grant decisions to them.

<sup>6</sup> The official statistics include the data for the security topic, requiring security verifications by DG HOME, where time-to-grant only starts after DG HOME has finished the security scrutiny process. The Agency managed to finalise 90% of all Phase 1 grants for the March cut-off within 95 days and 90% of all Phase 2 grants for the same cut-off within 170 days (below 6 months).

<sup>7</sup> Grant agreement preparations not concluded before end of the year.

<b>Indicator: time to pay</b> Source of data: EASME.C1																					
<b>Baseline (2015)</b>	<b>Target (2016)</b>																				
94% of payments within legal deadlines	100% of payments within legal deadlines																				
<table border="1"> <thead> <tr> <th>Legal deadline</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>30 days</td> <td>95%</td> </tr> <tr> <td>45 days</td> <td>68%</td> </tr> <tr> <td>60 days</td> <td>86%</td> </tr> <tr> <td>90 days</td> <td>98%</td> </tr> </tbody> </table>	Legal deadline	Result	30 days	95%	45 days	68%	60 days	86%	90 days	98%	<table border="1"> <thead> <tr> <th>Legal deadline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>30 days</td> <td>100%</td> </tr> <tr> <td>45 days</td> <td>100%</td> </tr> <tr> <td>60 days</td> <td>100%</td> </tr> <tr> <td>90 days</td> <td>100%</td> </tr> </tbody> </table>	Legal deadline	Target	30 days	100%	45 days	100%	60 days	100%	90 days	100%
Legal deadline	Result																				
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Legal deadline	Target																				
30 days	100%																				
45 days	100%																				
60 days	100%																				
90 days	100%																				
<b>Indicator: % of budget execution (commitments and payments) with respect to budget appropriations</b> Source of data: EASME.C1																					
<b>Baseline (2015)</b>	<b>Target (2016)</b>																				
operational budget: 100% commitments and 99.9% payments	operational budget: 100% (commitments and payments)																				
operating budget: 99% commitments and 84% payments	operating budget: 100% (commitments and payments)																				
<b>Indicator: residual error rate in financial transactions</b> Source of data: EASME.C02																					
<b>Baseline (2015)</b>	<b>Target (2016)</b>																				
IEE II: 2.45%, Eco-inno: 1.47%, EEN: 1.73% COSME, LIFE, EMFF, H2020: N.A.	IEE II, Eco-inno, EEN, COSME, LIFE, EMFF: less than 2% of the total budget for grants per programme H2020: as close as possible to 2% (within the range of 2-5%) (as per H2020 audit strategy)																				
<b>Indicator: number of critical / very important accepted audit recommendations (made by ECA and IAS) overdue for more than six months</b> Source of data: EASME.C02																					
<b>Baseline (2015)</b>	<b>Target (2016)</b>																				
None	None																				

## PART 2. Mission Statement

Executive Agencies are established by the Commission in accordance with Council Regulation (EC) No 58/2003<sup>8</sup> with the purpose of delegating certain tasks relating to the management of Union programmes, including budget implementation. While the Commission performs tasks involving a large measure of discretion implying political choices (ie. setting objectives and priorities), the Executive Agencies are responsible for implementing tasks. This enables the Commission to focus on its core activities and to dispose of sufficient technical expertise for the management of such programmes with the goal to achieve a more efficient implementation.

The Executive Agency for Small and Medium-sized Enterprises (EASME)<sup>9</sup> is entrusted with the management of parts of the following Union programmes:

- the Framework Programme for Research and Innovation (Horizon 2020) 2014-2020;
- the Programme for the Competitiveness of Enterprises and small and medium-sized Enterprises (COSME) 2014-2020;
- the Programme for the Environment and Climate Action (LIFE) 2014-2020;
- the European Maritime and Fisheries Fund (EMFF);
- the legacy of the Competitiveness and Innovation Programme 2007-2013 limited to the following parts: "Intelligent Energy Europe Programme (IEE II)", the "Eco-innovation initiative", the "Enterprise Europe Network", "Your Europe Business Portal", the "European IPR Helpdesk" and the "IPorta Project".

The Agency's mission statement is as follows: ***'We provide high quality support to our beneficiaries, turning EU policy into action. As an executive agency of the European Commission, we manage significant parts of COSME, LIFE, Horizon 2020 and EMFF. We ensure that actions funded by these programmes deliver results and provide the Commission with valuable input for its policy tasks'***.

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<sup>8</sup> Council Regulation (EC) No 58/2003 of 19 December 2002 laying down the statute for executive agencies to be entrusted with certain tasks in the management of Community programmes (OJ L 11 of 16.01.2003).

<sup>9</sup> Following the establishment of the Intelligent Energy Executive Agency (IEEA) by Commission Decision 2004/20/EC of 23 December 2003 (OJ L 5 of 9.01.2004), the Commission decided to transform the IEEA into the EACI (Commission Decision 2007/372/EC of 31 May 2007 amending Decision 2004/20/EC (OJ L 140 of 1.06.2007). End 2013, the EACI was replaced and succeeded by the EASME (Commission Implementing Decision C(2013)/771/EU) of 17 December 2013 establishing the 'Executive Agency for Small and Medium-sized Enterprises' and repealing Decisions 2004/20/EC and 2007/372/EC). The related Act of Delegation (Commission Decision C(2013)9414 delegating powers to the Executive Agency for Small and Medium-sized Enterprises with a view to performance of tasks linked to the implementation of Union programmes in the field of energy, environment, climate action, competitiveness and SMEs, research and innovation and ICT, comprising, in particular, implementation of appropriations entered in the general budget of the Union) - hereinafter referred as Act of Delegation - was adopted on 23 December 2013 and amended by Commission Decision C(2014)4636 of 11 July 2014 and by Commission Decision C(2014)6944 of 2 October 2014.

The Agency shall implement these tasks in close cooperation with its parent DGs (DG GROWTH, DG RTD, DG ENV, DG CLIMA, DG ENER, DG CONNECT and DG MARE) and other concerned Commission services. The Agency also provides the Commission all the necessary feedback that it needs for its policy and communication tasks, as set by the Memorandum of Understanding between the Agency and its parent DGs.

## **PART 3. Overview of outputs for the year**

The Agency contributes to the achievement of the objectives and priorities as laid down by the Commission and the parent DGs as defined in their Strategic Plan. The sections below briefly describe the tasks the Agency has been entrusted with and list, per programme, the main outputs expected for the year 2016.

### **3.1 Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME)**

The Programme for the Competitiveness of Enterprises and Small and Medium Enterprises (COSME)<sup>10</sup> – is the Union’s programme to strengthen the competitiveness and sustainability of the Union’s enterprises and to encourage an entrepreneurial culture and promote the creation and growth of Small and Medium-sized Enterprises (SMEs). These objectives will be met by:

- improving access to finance for SMEs in the form of equity and debt;
- improving access to markets, particularly inside the Union but also at global level;
- improving framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector;
- promoting entrepreneurship and entrepreneurial culture.

According to the legal base, the overall indicative budget for the seven-year period of COSME (2014-2020) is EUR 2.3 billion. The 2016 COSME Work Programme was adopted on 18 /01/2016<sup>11</sup>. The 2016 budget amounts to EUR 283 million (including the financial instruments).

The Agency is entrusted with the implementation of actions under the four objectives of the COSME programme as mentioned above.

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<sup>10</sup> Regulation (EU) No 1287/2013 of the European Parliament and of the Council of 11 December 2013 establishing a Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME) (2014 - 2020) and repealing Decision No 1639/2006/EC.

<sup>11</sup> Commission Implementing Decision C(2016) 63 final of 18/01/2016 on the adoption of the work programme for 2016 and the financing for the implementation of the Programme for the Competitiveness of Enterprises and small and medium-sized enterprises.



<b>Relevant general objective:</b> A New Boost for Jobs, Growth and Investment			
<b>Specific objective:</b> To improve access to finance for SMEs in the form of equity and debt			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		02 02 02	0,7
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	<i>For details, please see the Communication Work Plan</i>		A1 – C2
Management of specific contracts under a framework contract (GRO/SME/16/A/03):			A1
• Promotional activities	Number of promotional activities	Tbd	
• Studies	Number of studies	Tbd	
• Workshops	Number of workshops	3 to 5	
Monitoring of projects	Desk checks	N.A.	A1
Feedback to parent DG	<i>For details, please see the policy feedback guidebook<sup>12</sup></i>		A1

<b>Relevant general objective:</b> A New Boost for Jobs, Growth and Investment			
<b>Specific objective:</b> To improve access to markets, particularly inside the Union but also at global level			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		02 02 01	99 <sup>13</sup>
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	<i>For details, please see the Communication Work Plan</i>		A1-C2

<sup>12</sup> Ares(2015)5511097

<sup>13</sup> This amount covers all specific objectives of COSME except for the specific objective 'to improve access to finance for SMEs in the form of equity and debt'

Preparation and publication of calls for proposals: <ul style="list-style-type: none"> <li>• Organisation of the Network's Annual Conference (GRO/SME/16/B/01) (ad-hoc grant)</li> <li>• Cooperation with national agencies for internationalisation (GRO/SME/16/B/03)</li> <li>• EU-Japan Centre for Industrial Cooperation (GRO/SME/16/B/04) (ad hoc grant)</li> <li>• Points of Single Contact: increasing user-friendliness through users testing (GRO/SME/16/B/05)</li> <li>• Points of Single Contact: awareness raising (GRO/SME/16/B/05)</li> <li>• Improving SMEs' access to public procurement (GRO/SME/16/B/06)</li> </ul>	Number of calls published	6	A1
Preparation and publication of calls for tender: <ul style="list-style-type: none"> <li>• EU-third country events, including B2Bs in major international fairs (GRO/SME/16/B/03)</li> </ul>	Number of calls published	1	A1
Evaluation of the proposals	Time to inform	All applicants informed within 6 months after the call deadline	A1
	% of proposals challenged under the evaluation review procedure	Less than 3%	A1
	Number of review requests that lead to re-evaluation	Not more than one	A1
Grant agreement preparations: <ul style="list-style-type: none"> <li>• Enterprise Europe Network (GRO/SME/16/B/01)</li> </ul>	Time to grant	100% of grant agreements signed within 9 months after the call deadline	A1 Signature of specific grant agreements in Q4 2016 – Q1 2017
Evaluation and signature of procurement contracts	Number of contracts signed	1	A1
Management of specific contracts under a	Number of contracts		A1

framework contract: <ul style="list-style-type: none"> <li>• Network animation (GRO/SME/16/B/01)</li> <li>• Your Europe Business Portal (GRO/SME/16/B/02)</li> </ul>		Tbd 1	
Monitoring of projects	Number of project meetings attended	At least one meeting attended per project	A1
	Time to pay	100% of payments within legal deadlines	A1 – C1
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended	A1
	<i>For details, please see the policy feedback guidebook<sup>14</sup></i>		A1

<b>Relevant general objective:</b> A New Boost for Jobs, Growth and Investment			
<b>Specific objective:</b> To improve framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		02 02 01	99
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	<i>For details, please see the Communication Work Plan</i>		A1-C2
Preparation and publication of calls for proposals: <ul style="list-style-type: none"> <li>• Social entrepreneurship in EU Public policies (GRO/SME/16/C/02)</li> <li>• Best practices of social enterprises through their life-cycle (GRO/SME/16/C/022)</li> <li>• Clusters Go International (GRO/SME/16/C/051)</li> <li>• Improving socio-economic knowledge of the tourism sector through cooperation with OECD (ad-hoc grant) (GRO/SME/16/C/074)</li> <li>• Raising awareness of civil drones' operators about Privacy and Data protection obligations (GRO/SME/16/C/131)</li> <li>• CSR in entrepreneurship and business education (GRO/SME/16/C/151)</li> </ul>	Number of calls published	6 A1	

<sup>14</sup> Ares(2015)5511097

<p>Preparation and publication of calls for tender:</p> <ul style="list-style-type: none"> <li>• European Cluster Collaboration Platform (GRO/SME/16/C/052)</li> <li>• Worth Partnership Project (GRO/SME/16/C/061)</li> <li>• EDEN+: selection of new European Destinations of Excellence (GRO/SME/16/C/071)</li> <li>• Supporting tourism-related businesses to find international business partners in target markets (GRO/SME/16/C/076)</li> <li>• European Sustainable Chemicals Support Service (ESCSS) (GRO/SME/16/C/081)</li> <li>• Reinforcing cities and regions as centres of digital transformation (GRO/SME/16/C/101)</li> <li>• European Observatory for clusters and industrial change (GRO/SME/16/C/102)</li> <li>• Regional Cooperation Networks for Industrial Renaissance and Modernisation (RECONFIRM) (GRO/SME/16/C/103)</li> <li>• Study on potential of servitisation for EU SMEs (GRO/SME/16/C/111)</li> <li>• Overall vision on skills for smart industrial specialisation and digital transformation (GRO/SME/16/C/121)</li> <li>• Scaling up best practices and re-focus funds, programmes and incentives (GRO/SME/16/C/122)</li> <li>• Curriculum guidelines for KETs and advanced manufacturing (GRO/SME/16/C/123)</li> <li>• Promoting online training opportunities for the workforce (GRO/SME/16/C/124)</li> <li>• Developing digital organisation frameworks in support of digital transformation and ICT professionalism (GRO/SME/16/C/125)</li> <li>• Supporting specialised skills development: Big Data, IoT</li> </ul>	<p>Number of calls published</p>	<p>16</p>	<p>A1</p>
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and cyber-Security for SMEs (GRO/SME/16/C/126)			
<ul style="list-style-type: none"> <li>• CSR Risk Check Tool (GRO/SME/16/C/152)</li> </ul>			
Evaluation of the proposals	Time to inform	All applicants informed within 6 months after the call deadline	A1
	% of proposals challenged under the evaluation review procedure	Less than 3%	A1
	Number of review requests that lead to re-evaluation	Not more than one	A1
Grant agreement preparations:	Time to grant	100% of grant agreements signed within 9 months after the call deadline	A1
Evaluation and signature of procurement contracts:	Number of signed contracts	12	A1
Management of specific contracts under a framework contract: <ul style="list-style-type: none"> <li>• SME Performance Review (GRO/SME/16/C/011)</li> <li>• SBA Implementation (GRO/SME/16/C/012)</li> <li>• Integrated Report on economic and entrepreneurship studies (GRO/SME/16/C/041)</li> <li>• Information and awareness raising activities, organisation and participation in dedicated tourism events (GRO/SME/16/C/072)</li> <li>• "Virtual Tourism Observatory" (GRO/SME/16/C/075)</li> <li>• Review (study) of the implementation of the "Construction 2021" strategy</li> </ul>		6	A1
Monitoring of projects	Number of project meetings attended	At least one meeting attended per project	A1
	Time to pay	100% of payments within legal deadlines	A1 – C1
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended	A1

	<i>For details, please see the policy feedback guidebook<sup>15</sup></i>	A1
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<b>Relevant general objective:</b> A New Boost for Jobs, Growth and Investment			
<b>Specific objective:</b> To promote entrepreneurship and entrepreneurial culture			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		02 02 01	99
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	<i>For details, please see the Communication Work Plan</i>		A1-C2
Preparation and publication of calls for proposals: <ul style="list-style-type: none"> <li>Erasmus for Young Entrepreneurs(FPA/SGA) (GRO/SME/16/D/011)</li> <li>Migrants Entrepreneurs best practice exchange (GRO/SME/16/D/031)</li> <li>European Network for Early Warning and for Support to Enterprises and Second Starters (GRO/SME/16/D/041)</li> </ul>	Number of calls published	3	A1
Preparation and publication of calls for tender: <ul style="list-style-type: none"> <li>Support office EYE</li> </ul>	Number of calls published	1	A1
Evaluation of the proposals	Time to inform	All applicants informed within 6 months after the call deadline	A1
	% of proposals challenged under the evaluation review procedure	Less than 3%	A1
	Number of review requests that lead to re-evaluation	Not more than one	A1
Grant agreement preparations:	Time to grant	100% of grant agreements signed within 9 months after the call deadline	A1
Evaluation and signature of procurement contracts	Number of signed contracts	1	A1
Monitoring of projects	Number of project	At least one meeting	A1

<sup>15</sup> Ares(2015)5511097

	meetings attended	attended per project	
	Time to pay	100% of payments within legal deadlines	A1 – C1
Feedback to parent DG(s)	Provision of data and information on the implementation of the SME-instrument	Throughout the year	A1
	<i>For details, please see the policy feedback guidebook<sup>16</sup></i>		A1

Planning calls for proposals:

Call title	Call Identifier	Publication date	Deadline	Ind. Budget (EUR million) <sup>17</sup>
Consultation Entreprise Europe Network 2017/2018 (SGA COSME) (No publication on PP)	COS-EEN-SGA2- 2016-2-01	31/03/2016	30/05/2016	42 MIO €
Cooperation with National agencies for Internationalisation	COS-ETPO-2016-02- 02	30/03/2016	30/06/2016	1MIO €
EU JAPAN CENTRE (ad-hoc) non publication on PP	NA	NA	NA	2.8 MIO €
Points of Single Contact Testing	COS-SPOC1-2016- 02-03	30/03/2016	30/06/2016	0.5 MIO €
Points of Single Contact Awareness raising	COS-SPOC2-2016- 02-04	30/03/2016	30/06/2016	0.5 MIO €
Improving SME's access to public procurement	COS-APP-2016-02- 05	01/03/2016	03/05/2016	0.8 MIO €
Social Entrepreneurship in EU public policies	COS-SOCEEUPOL- 2016-02-06	05/07/2016	06/09/2016	0.8 MIO €
Best practices pf social enterprises	COS-SOCEEUBP- 2016-02-07	05/07/2016	06/09/2016	0.8 MIO €
Cluster Go International	COS-CLUSTINT- 2016-3-01	06/12/2016	06/03/2017	4.425 MIO €

<sup>16</sup> Ares(2015)5511097

<sup>17</sup> 2016 commitments appropriations.

Tourism – Cooperation with OECD (ad-hoc grant) no publication on PP	NA	25/05/2016	15/06/2016	0.350 MIO €
Privacy and data protection for civil drone's operators	COS-DRONES-2016- 03-02	04/10/2016	06/01/2017	0.450 MIO €
CSR in Entrepreneurship and Education	COS-CSR-2016-03- 03	14/06/2016	14/09/2016	1.2 MIO €
ERASMUS FOR YOUNG ENTREPRENEURS(FPA)	COS-EYE-FPA- 2016-4-01	20/01/2016	05/04/2016	NA
Consultation EYE 1 <sup>st</sup> SGA no publication on PP	COS-EYE-SGA- 2016-4-02	06/09/2016	11/10/2016	6.6 MIO €
Migrants Entrepreneurship support Schemes	COS-MIGRANTS-04- 03	30/03/2016	30/06/2016	0.5 MIO €
European Network for Early Warning and for Support to Enterprises and Second Starters	COS-EARLYWEU- 04-04	30/03/2016	30/06/2016	3.8 MIO €



## 3.2 Framework Programme for Research and Innovation (Horizon 2020)

'Horizon 2020'<sup>18</sup> is the EU's funding programme for research and innovation which strives to stimulate the economy and secure the science and technology base and industrial competitiveness for the future, contributing towards a smarter, more sustainable and more inclusive society. The 2016-2017 Horizon 2020 Work Programme was adopted on 13 October 2015.<sup>19</sup>

The Agency is entrusted with the following parts of Horizon 2020:

- Parts of the specific objective "**Innovation in SMEs**" of "Part II Industrial Leadership", succeeding similar activities within the CIP (Competitiveness and Innovation Framework Programme).
- Within "Part II Industrial Leadership" under the specific objective "Leadership in enabling and industrial technologies", **activities on sustainable, resource-efficient and low-carbon technologies in energy-intensive process industries** as referred to in Annex I § 1.5.3 (c) of Horizon 2020 succeeding similar actions (Sustainable Low Carbon Industries SILC) within the CIP.
- Within "Part II Industrial Leadership" under the specific objective "Leadership in enabling and industrial technologies", the **activities underlining the importance of information and communication technologies entering a new disruptive phase** (Open and Disruptive Innovation) as referred to in Annex I § 1 of Horizon 2020<sup>20</sup>.
- Within the specific objective "**Secure, clean and efficient energy**" of "Part III Societal challenges":
  - energy efficiency activities referred to in Annex I § 3.3 (g) of Horizon 2020 succeeding and extending similar actions of the Intelligent Energy Europe Programme (IEE II) within the CIP;
  - research and technology development for energy efficiency, including the "Energy Efficiency in Buildings Public-Private Partnership" and "European Private Public Partnership dedicated to innovation in resource and energy efficiency in and enabled by the process industries (SPIRE)";

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<sup>18</sup> Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decision No 1982/2006/EC and Council Decision of 3 December 2013 establishing the specific programme implementing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decisions 2006/971/EC, 2006/972/EC, 2006/973/EC, 2006/974/EC and 2006/975/EC.

<sup>19</sup> Commission Decision C(2015)6776 of 13 October 2015.

<sup>20</sup> These activities will be implemented through the SME-instrument.

- The specific objective "**Climate action, environment, resource efficiency and raw materials**" of "Part III Societal challenges" (with the exception of activities implemented by Article 185 and Article 187 TFEU initiatives and the ERA NETs) including:
  - activities succeeding similar actions on better use of raw materials and efficiency in the processing of biological resources under the Seventh Framework Programme for Research (FP7).
  - activities on eco-innovation succeeding similar actions within the CIP
- The "**SME instrument**" as part of the specific objective "Leadership in enabling and industrial technologies" of "Part II – Industrial Leadership" and of "Part III – Societal Challenges" as a new action;
- The "**Fast Track to Innovation pilot scheme**" as part of the specific objective "Leadership in enabling and industrial technologies" of Part II – Industrial leadership" and of "Part III – Societal Challenges".

### 3.2.1 Innovation in SMEs

<b>Relevant general objective(s):</b> A new boost for jobs, growth and investment			
<b>Specific objective:</b> To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		02 04 02 03	36,7
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	<i>For details, please see the Comm. Work Plan</i>		A1-A2-C2
Preparation and publication of calls for proposals: <ul style="list-style-type: none"> <li>• European SME innovation associate – pilot (INNOSUP-02-2016)</li> <li>• A better access to industrial technologies developed overseas (INNOSUP-08-2017)</li> <li>• Enhancing innovation management capacities in SMEs</li> </ul>	Number of calls published	3	A1

(other action 1) (consultation of EEN)			
Preparation and publication of calls for tender: <ul style="list-style-type: none"> <li>• Accompanying study to INNOSUP-02 (other action 5)</li> <li>• Accompanying training programme to INNUSUP-02 (other action 6)</li> <li>• Accompanying European Social Innovation Competition (other action 7)</li> <li>• Supporting assessments of 'innovation management capacity' (other action 2)</li> </ul>	Number of calls published	4	A1
Evaluation of proposals	Time to inform	All applicants informed within 5 months after the call deadline	A1 / A2
	% of proposals challenged under the evaluation review procedure	Less than 3%	A1 / A2
	Number of review requests that lead to re-evaluation	Not more than one	A1 / A2
Grant agreement preparations	Time to grant	100% of grant agreements signed within 8 months after the call deadline	A1 / A2
	Number of signed grant agreements	<ul style="list-style-type: none"> <li>• SMEs for social innovation – challenge platform (INNOSUP-04-2016): 1</li> <li>• Social Innovation Competition: 1</li> <li>• Enhancing innovation management capacities in SMEs (other action 1): 80</li> <li>• Cluster facilitated projects for new industrial value chains (INNOSUP-01-2016-2017): 6</li> <li>• Peer learning of innovation agencies (INNOSUP-05-2016-</li> </ul>	A1 / A2

		2017): 25	
Evaluation and signature of procurement contracts: <ul style="list-style-type: none"> <li>• Social Innovation Competition</li> <li>• Provision of innovation management assessment tool (IMP3rove)</li> <li>• Further developing consulting capacity in innovation management in EEN (other action 3)</li> </ul>	Number of signed contracts	3	A1
Monitoring of projects	Time to pay	100% of payments within legal deadlines	A1 / A2 / C1
Feedback to parent DG(s)	Provision of data and information on the implementation of the SME-instrument	Throughout the year	A1 / A2
	<i>For further details, please see the policy feedback guidebook<sup>21</sup>, the Horizon 2020-MoU and the CSC-strategy on for an Effective Dissemination and Exploitation of Research Results in Horizon 2020</i>		A1 / A2

#### Planning calls for proposals (launched in 2016):

Call title	Call Identifier	Publication date	Deadline / Cut-off date	Topics delegated to EASME	Ind. Budget EASME topics (EUR million) <sup>22</sup>
Consultation Entreprise Europe Network 2017/2018 (SGA)	H2020-EEN- SGA2-2016				9.2 MIO €
Cluster facilitated projects for new industrial value chains	INNOSUP-01- 2016-2017	14/10/2015	1 <sup>ST</sup> STAGE 10/11/2016  2D STAGE 0/09/2016  1 <sup>ST</sup> STAGE 04/04/2017  2D STAGE 07/09/2017		15 MIO €

<sup>21</sup> Ares(2015)5511097

<sup>22</sup> 2016 commitment appropriations.

European SME innovation Associate - pilot	INNOSUP-02-2016	14/10/2015	30/06/2016		7.2 MIO €
SMEs for social innovation – Challenge platform	INNOSUP-04-2016	14/10/2015	28/04/2016		3.5 MIO €
Peer learning of innovation agencies	INNOSUP-05-2016-2017	14/10/2015	17/03/2016 18/10/2016 08/03/2017 18/10/2017		0.5 MIO €

### 3.2.2 Societal challenge 'Secure, clean and efficient energy'

<b>Relevant general objective(s):</b> A resilient Energy Union with a forward looking climate policy			
<b>Specific objective:</b> Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy. To contribute to the Research, Innovation and Competitiveness dimensions of the Energy Union, and climate-change policy			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		32 04 03 01	94,1
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	Number of Info Days	At least one Info Day in Brussels and 5 events abroad	B1 / C2
	<i>For further details, please see the Comm. Work Plan</i>		B1 / C2
Preparation of calls for proposals: • H2020-EE-2017	Pool of experts established on time	Large pool of experts ready one month prior to the Call deadlines	B1
Preparation and publication of calls for tender: • Sustainable energy investment forums • Support to local energy actors	Number of calls published	2	B1
Evaluation of the proposals: • H2020-EE-2016	Time to inform	All applicants informed within 5 months after the call deadline	B1
	Number of proposals to be evaluated	450	B1
	% of proposals challenged under the evaluation review procedure	Less than 3%	B1
	Number of review requests that lead to re-evaluation	Not more than one	B1
Grant agreement preparations: • H2020-EE-2015 (June 2015 deadline) • H2020-EE-2016 (Jan 2016 deadline)	Time to grant	100% of grant agreements signed within 8 months after the call deadline	B1
Evaluation and signature of procurement contracts	Number of service contracts signed	2	B1
Management of concerted actions	Number of concerted actions signed	1 (RES Directive concerted action follow-up) in Q3	B1
	Number of concerted actions meetings attended	All plenary meetings of the EPBD IV and RES III concerted actions	B1

		attended	
Monitoring of projects	Number of project meetings attended	50 meetings attended	B1
	Time to pay	100% of payments within legal deadlines	B1 / C1
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended	B1
	Number of liaison meetings	At least 8 meetings	B1
	Number of policy-support events	At least 10 events (e.g. debriefing meeting on Call results/lessons; tender evaluation; inputs to policy documents; organisation and logistic support for EU Sustainable Energy Week	B1 / C2
	<i>For more details, please see the policy feedback guidebook<sup>23</sup>, the Horizon 2020-MoU and the CSC-strategy on for an Effective Dissemination and Exploitation of Research Results in Horizon 2020</i>		B1

#### Planning calls for proposals:

Call title	Call Identifier	Publication date	Deadline	Topics delegated to EASME	Ind. Budget EASME topics (EUR million)
Energy Efficiency Call 2016	H2020-EE-2016-1	15/10/2015	21/01/2016	EE03, EE04, EE05, EE07, EE08, EE10, EE17	50: - EE07 and EE10: 16 - all other topics: 34
Energy Efficiency Call 2016	H2020-EE-2016-2	15/03/2016	15/09/2016	EE06, EE09, EE11, EE13, EE14, EE16, EE21, EE22, EE24, EE25	43: - EE21: 5 - EE22: 8 - all other topics: 30

<sup>23</sup> Ares(2015)5511097

### 3.2.3 Societal challenge 'Climate action, environment, resource efficiency and raw materials'

<b>Relevant general objective(s):</b> A resilient Energy Union with a forward-looking climate-change policy			
<b>Specific objective:</b> To contribute to the Research, Innovation and Competitiveness dimension of the Energy Union and climate-change policy			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		02 04 03 01	59,0
		08 02 03 05	238,0
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	Number of Info Days	One Info Day on 2017 WP	B2 / C2
	Number of meetings	At least 3 (project/networking meetings, GEO European Projects Workshop)	B2
	<i>For further details, please see the Comm. Work Plan</i>		B2 /C2
Preparation of calls for proposals: <ul style="list-style-type: none"> <li>• H2020-SC5-2016-One-Stage</li> <li>• H2020-SC5-2016-Two-Stage</li> <li>• H2020-CIRC-2016-One-Stage</li> <li>• H2020-CIRC-2016-Two-Stage</li> <li>• H2020-SCC-NBS-2016-One-Stage</li> <li>• H2020-SCC-NBS-2016-Two-Stage</li> <li>• H2020-BG-2016-One-Stage</li> <li>• H2020-SC5-2017-One-Stage</li> <li>• H2020-SC5-2017-Two-Stage</li> <li>• H2020-CIRC-2017-Two-Stage</li> <li>• H2020-SCC-2017-One-Stage</li> <li>• H2020-BG-2017-Two-Stage</li> <li>• H2020-SFS-2017-1</li> </ul>	Pools of experts established on time	Two pools of around 550 experts ready one month prior to the Call deadlines	B2
Evaluation of proposals <ul style="list-style-type: none"> <li>• H2020-SC5-2016-One-Stage</li> <li>• H2020-SC5-2016-Two-Stage</li> </ul>	Time to inform	All applicants informed within 5 months after the call deadline	B2
	Number of proposals to be evaluated	Around 1000	B2
	% of proposals	3%	B2



<ul style="list-style-type: none"> <li>• H2020-CIRC-2016-One-Stage</li> <li>• H2020-CIRC-2016-Two-Stage</li> <li>• H2020-SCC-NBS-2016-One-Stage</li> <li>• H2020-SCC-NBS-2016-Two-Stage</li> <li>• H2020-BG-2016-One-Stage</li> </ul>	challenged under the evaluation review procedure		
	Number of review requests that lead to re-evaluation	Not more than one	B2
Grant agreement preparations <ul style="list-style-type: none"> <li>• H2020-SC5-2015-Two-Stage</li> <li>• H2020-WASTE-2015-Two-Stage</li> <li>• H2020-WATER-2015-Two-Stage</li> <li>• H2020-DRS-2015-One-Stage</li> <li>• H2020-BG-2015-Two-Stage</li> <li>• H2020-SC5-2016-One-Stage</li> <li>• H2020-CIRC-2016-One-Stage</li> <li>• H2020-SCC-NBS-2016-One-Stage</li> <li>• H2020-BG-2016-One-Stage</li> </ul>	Time to grant	100% of grant agreements signed within 8 months after the call deadline	B2
	Number of grant agreements signed	Around 70	B2
Monitoring of projects	Number of kick-off meetings attended	Around 45 meetings attended	B2
	Number of interim reports received	37	B2
	Number of projects monitored	108	B2
	Time to pay	100% of payments within legal deadlines	B2 / C1
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended	B2
	Number of liaison meetings	Throughout the year on a regular basis, usually weekly	B2
	Evaluation results / impacts transmitted to parent DGs	For every call	B2
	<i>For further details, please see the policy feedback guidebook<sup>24</sup>, the Horizon 2020-MoU and the CSC-strategy on for an Effective Dissemination and Exploitation of Research Results in Horizon 2020</i>		B2

<sup>24</sup> Ares(2015)5511097

Planning calls for proposals:

Call title	Call Identifier	Publication date	Deadline	Topics delegated to EASME	Ind. Budget EASME topics (EUR million)
Greening the economy	H2020-SC5-2016-OneStageA	14/10/2015	26/01/2016	SC5-24-2016	0.3
Greening the economy	H2020-SC5-2016-OneStageB	14/10/2015	08/03/2016	SC5-03a-2016 SC5-03b-2016 SC5-06a-2016 SC5-06b-2016 SC5-05-2016 SC5-23-2016 SC5-25-2016 SC5-27-2016 SC5-09-2016 SC5-13a-2016 SC5-13b-2016 SC5-15a-2016 SC5-16a-2016 SC5-16b-2016 SC5-20-2016	69,27
Greening the economy	H2020-SC5-2016-TwoStage	14/10/2015	08/03/2016 06/09/2016	SC5-01a-2016 SC5-14a-2016 SC5-21a-2016	58
Industry 2020 in the Circular Economy	H2020-CIRC-2016-OneStage	14/10/2015	08/03/2016	CIRC-03-2016 CIRC-04-2016	4.5
Industry 2020 in the Circular Economy	H2020-CIRC-2016-TwoStage	14/10/2015	08/03/2016 06/09/2016	CIRC-01a-2016 CIRC-02a-2016	80
Smart and Sustainable Cities	H2020-SCC-2016-OneStage	14/10/2015	08/03/2016	SCC-03-2016	15
Smart and Sustainable Cities	H2020-SCC-2016-TwoStage	14/10/2015	08/03/2016 06/09/2016	SCC-02a-2016	40
Blue Growth – Demonstrating an ocean of opportunities	H2020-BG-2016-OneStage	14/10/2015	17/02/2016	BG-09-2016 BG-10-2016	30

### 3.2.4 SME-instrument

<b>Relevant general objective(s):</b> A new boost for Jobs, Growth and Investment			
<b>Specific objective:</b> To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		02 04 02 01	11,4
		02 04 03 01	5,3
		05 09 03 01	15,8
		06 03 03 01	15,7
		08 02 02 01	31,8
			7,5
		08 02 03 01	35,0
		08 02 03 02	19,2
		08 02 03 03	23,0
		08 02 03 04	41,9
		08 02 03 05	19,7
		08 02 03 06	7,8
		09 04 02 01	60,0
		09 04 03 01	18,0
		09 04 03 02	3,0
		09 04 03 03	6,0
		18 05 03 01	9,4
		32 04 03 01	23,0
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	<i>For details, please see the Comm. Work Plan</i>		A2 – C2
Preparation and publication of calls for tender: <ul style="list-style-type: none"> <li>SME Instrument business community activities (Phase 3: dedicated support actions)</li> <li>SME Instrument Academy (Phase 3: dedicated support actions)</li> </ul>	Number of calls published	2	A2
	Number of networking events	10	A2
Management of specific contracts under a framework contract: <ul style="list-style-type: none"> <li>SME Instrument business community – interactive platform (Phase 3: dedicated support actions)</li> </ul>	Number of specific contracts	1	A2
Evaluation of proposals	Time to inform	Phase 1: All applicants informed within 2 months after the	A2

		corresponding cut-off date Phase 2: All applicants informed within 4 months after corresponding cut-off date	
	% of proposals challenged under the evaluation review procedure	Less than 3%	A2
	Number of review requests that lead to re-evaluation	Not more than one	A2
Grant agreement preparations	Time to grant	Phase 1: 100% of grant agreements signed within 3 months after the final date for submission <sup>25</sup> Phase 2: 100% of grant agreements signed within 6 months after the final date for submission <sup>26</sup>	A2
	Number of grant agreements signed	Phase 1: 500 Phase 2: 150	A2
Evaluation and signature of procurement contracts	Number of contracts signed	3	A2
Monitoring of projects	Time to pay	100% of payments within legal deadlines	A2 / C1
	Number of projects to be monitored	Phase 1: 950 Phase 2: 200	A2
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended (upon invitation)	A2
		<i>For further details, please see the policy feedback guidebook<sup>27</sup>, the Horizon 2020-MoU and the CSC-strategy on for an Effective Dissemination and Exploitation of Research Results in Horizon 2020</i>	A2

#### Planning calls for proposals:

Call title	Call Identifier	Publication date	Deadline /Cut-off date	Topics delegated to EASME	Ind. Budget EASME topics (EUR million)
Horizon 2020 dedicated SME Instrument 2016-2017	H2020-SMEInst-2016-2017	26/11/2015	03/02/2016 14/04/2016 15/06/2016	all	353.4

<sup>25</sup> Excluding activities under the topic SMEInst-13-2016-2017: Engaging SMEs in security research and development

<sup>26</sup> See footnote 19

<sup>27</sup> Ares(2015)5511097

			13/10/2016		
			24/02/2016		
			03/05/2016		
			07/09/2016		
			09/11/2016		

### 3.2.5 Fast Track to Innovation pilot scheme

<b>Relevant general objective(s):</b> A new boost for Jobs, Growth and Investment			
<b>Specific objective:</b> To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		02 04 02 01	3,4
		02 04 03 01	1,5
		05 09 03 01	3,9
		06 03 03 01	4,4
		08 02 02 01	10,1
		08 02 03 01	14,7
		08 02 03 02	5,0
		08 02 03 03	6,9
		08 02 03 04	10,2
		08 02 03 05	5,7
		08 02 03 06	2,3
		09 04 02 01	17,9
		09 04 03 01	2,6
		09 04 03 02	0,8
		09 04 03 03	1,0
		18 05 03 01	2,9
		32 04 03 01	6,9
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects / programme	<i>For details, please see the Comm. Work Plan</i>		A2 – C2
Evaluation of proposals	Time to inform	All applicants informed within 3 months after the corresponding cut-off date	A2
	% of proposals challenged under the evaluation review procedure	Less than 3%	A2
	Number of review requests that lead to re-evaluation	Not more than one	A2
Grant agreement preparations	Time to grant	100% of grant agreements signed within 6 months after the final date for submission	A2
	Number of grant agreements signed	60	A2
Monitoring of projects	Time to pay	100% of payments within legal deadlines	A2 / C1
	Number of projects to be monitored	90	A2
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended	A2

	<i>For further details, please see the policy feedback guidebook<sup>28</sup>, the Horizon 2020-MoU and the CSC-strategy on for an Effective Dissemination and Exploitation of Research Results in Horizon 2020</i>	A2
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Planning calls for proposals:

Call title	Call Identifier	Publication date	Deadline	Topics delegated to EASME	Ind. Budget EASME topics (EUR million)
Fast Track to Innovation Pilot	H2020-FTIPILOT-2016	02/12/2015	15/03/2016 01/06/2016 25/10/2016	n.a.	100

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<sup>28</sup> Ares(2015)5511097

### 3.3 Programme for the Environment and Climate Action (LIFE)

The LIFE Programme<sup>29</sup> is the EU's funding instrument (a continuation of LIFE+) to support the protection of the environment and climate action. For 2016, EUR 459,5 million has been allocated to the Programme<sup>30</sup>, with about 268 million operational expenditure externalised to EASME.

In 2016, the Agency will be responsible for the calls for action grants under the Environment sub-programme<sup>31</sup> and the Climate Action sub-programme, as well as the call for operating grants to NGOs in relation to the concluded framework partnership agreements for the work programme 2017

<b>Relevant general objective:</b> A Resilient Energy Union with a Forward-Looking Climate Change Policy			
<b>Specific objectives:</b>			
<ul style="list-style-type: none"> <li>• Reduction of GHG emissions by energy power generation and energy-intensive industries captured in the EU ETS</li> <li>• Reduction of GHG emissions in non-ETS sectors in the EU (agriculture, forestry, land use, buildings, transport), use of F-gases and ODS</li> <li>• EU harmonised policies to decarbonise the transport sector in the EU</li> <li>• Increase resilience of EU society against the effects of climate change (adaptation)</li> <li>• Financial contribution to the innovation-based shift towards a low carbon and climate-resilient EU economy in and outside the EU budget</li> <li>• Enhanced climate and energy governance and streamlined reporting by the MS in coordination with DG ENER</li> <li>• The EU economy is resource-efficient, green and competitive</li> <li>• The Union's natural capital is protected, conserved and enhanced</li> <li>• The Union's citizens are safeguarded from environment-related pressures and risks to health and well-being</li> <li>• There is an enabling framework for environmental policy based on smart implementation, a strong knowledge and evidence base, investment, and improved environmental integration and policy coherence</li> <li>• The Union's cities are more sustainable</li> <li>• The Union is more effective in addressing international environmental challenges</li> </ul>			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure</b>	
		<b>Budget line</b>	<b>EUR million (CA)</b>
		07 02 01	73
		07 02 02	100
		07 02 03	28,7
		34 02 01	24
		34 02 02	32,6
		34 02 03	9,5
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Promotion of the projects	<i>For details, please see the Comm. Work Plan</i>		B3 – C2

<sup>29</sup> Regulation (EU) No 1293/2013 of the European Parliament and of the Council of 11 December 2013 on the establishment of a Programme for the Environment and Climate Action (LIFE) and repealing Regulation (EC) No 614/2007.

<sup>30</sup> Commission Implementing Decision C(2016)429 of 2 February 2016.

<sup>31</sup> Except for integrated projects and technical assistance projects which will be managed by DG ENV until 2017.



/ programme			
Preparation and publication of calls for proposals: <ul style="list-style-type: none"> <li>Action grants for traditional projects</li> <li>CLIMA integrated projects</li> <li>NGO annual operating grants</li> <li>CLIMA technical assistance projects</li> </ul>	Number of calls published	4	B3
Evaluation of the proposals	Time to inform	All applicants informed within 6 months after the call deadline	B3
	Number of proposals to be evaluated	Around 1300	B3
	% of proposals challenged under the evaluation review procedure	Less than 3%	B3
	Number of review requests that lead to re-evaluation	Not more than one	B3
Grant agreement preparations	Time to grant	100% of grant agreements signed within 9 months after the call deadline	B3
	Number of revisions and signed grant agreements	Around 200	B3
Monitoring of projects	Number of projects to be monitored	Around 200	B3
	Time to pay	100% of payments within legal deadlines	B3 – C1
Conferences, National Contact Point (NCP) training sessions, meetings	Number	1 NCP training Around 8 thematic kick-off meetings	B3
Feedback to parent DG(s)	Policy Integration Strategy (as defined in the MoU) drafted and agreed with DG ENV/DG CLIMA	Strategy sent to DG ENV and DG CLIMA by end of first quarter 2016	B3
	Contribution to the mid-term evaluation exercise of LIFE	Throughout 2016	B3
	<i>For further details, please see the policy feedback guidebook<sup>32</sup></i>		

#### Planning calls for proposals:

Call title	Call Identifier	Publication date	Deadline	Ind. Budget (EUR)
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<sup>32</sup> Ares(2015)5511097

				million)
Action grants for traditional projects	LIFE-TP-EASME-2016	19/05/2016	07/09/2016 (LIFE CLIMA) 12/09/2016 (LIFE ENV) 15/09/2016 (LIFE NAT and GIE)	239,5
CLIMA integrated projects	LIFE-IP-EASME-2016	19/05/2016	20/09/2016	16
NGO annual operating grants	LIFE-NGO-SGA-EASME-2016	22/09/2016	27/10/2016	9
CLIMA technical assistance projects	LIFE-TA-EASME-2016	19/05/2016	26/09/2016	0,16

### 3.4 European Maritime and Fisheries Fund (EMFF)

The EMFF aims at achieving the objectives of the reformed CFP and of the IMP. It is based on these objectives, re-defined in terms of funding:

- promoting competitive, environmentally sustainable, economically viable and socially responsible fisheries and aquaculture;
- fostering the implementation of the CFP;
- promoting a balanced and inclusive territorial development of fisheries and aquaculture areas;
- fostering the development and implementation of the Union's IMP in a manner complementary to cohesion policy and to the CFP.

In 2016, EUR 79,5 million has been allocated to the Fund<sup>33</sup> for the implementation of actions under direct management.

The delegation to the Agency concerns the following tasks:

- Actions in the area of the Integrated maritime policy, in areas such as marine knowledge, maritime spatial planning, maritime surveillance and blue growth;
- Scientific advice and projects necessary for the development and the implementation of the Common Fisheries Policy;
- Support for purchase and/or chartering by Member States of shared means for fisheries control (Article 87 of the EMFF regulation).

<b>Relevant general objectives:</b> A New Boost for Jobs, Growth and Investment A Resilient Energy Union with a Forward-Looking Climate Change Policy Towards a New Policy on Migration			
<b>Specific objective:</b> Sustainable and competitive fisheries and aquaculture			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (CA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		11 06 61 00	32,1
		11 06 62 01	1,7
		11 06 62 02	10,2
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>

<sup>33</sup> Commission Implementing Decision C(2015) 8729 final of 11.12.2015 concerning the adoption of the work programme for 2016 and the financing for the implementation of the European Maritime and Fisheries Fund.

Promotion of the projects / programme	Number of Info Days	One Info Day for the 3 Blue Growth calls for proposals (depending on the readiness of the 3 calls concerned). For other calls, information sessions will be organised as part of or back-to-back with other events as necessary	A3 – C2
	<i>For further details, please see the Comm. Work Plan</i>		A3 – C2
Preparation and publication of calls for proposals: <ul style="list-style-type: none"> <li>• Blue careers in Europe</li> <li>• Blue technology</li> <li>• Blue labs</li> <li>• MSP projects (4 lots)</li> <li>• CISE implementation</li> <li>• Chartering &amp; purchase of joint means for fisheries control</li> </ul>	Number of calls published	5	A3  The call "Chartering & purchase of joint means for fisheries control" will be published by the parent DG, but the Agency will contribute intensively to the preparation of the call documents.
Preparation and invitation to apply for ad hoc grants: <ul style="list-style-type: none"> <li>• Promoting the blue economy in the Mediterranean sea basin</li> <li>• European Coast Guard Functions Forum</li> <li>• Mediterranean Coast Guard Functions Forum</li> <li>• Work plan for developing Coast Guard Functions in the EU</li> <li>• Development of Sectorial Qualifications Framework for Coast Guard Functions</li> </ul>	Number of invitations to apply issued	5	A3
Preparation and publication of calls for tender: <ul style="list-style-type: none"> <li>• EMODnet (6 lots: geology, habitats, chemistry, biology, physics, human activity)</li> <li>• EMODnet secretariat</li> <li>• Assistance mechanism for MSP</li> </ul>	Number of calls published	8	A3  The target includes the launch of remaining calls for tender from the 2015 EMFF work programme.

<ul style="list-style-type: none"> <li>• International Ocean Governance – Scientific support</li> <li>• FWC for expert support for maritime affairs and blue economy</li> <li>• Study on ownership of exclusive rights of fisheries means of production</li> <li>• FWC for scientific advice for fisheries beyond EU waters</li> <li>• FWC for scientific advice for the Mediterranean and the Black Sea</li> </ul>			
<p>Preparation and issuing of service requests under framework contracts:</p> <ul style="list-style-type: none"> <li>• Integrated Maritime Surveillance Communication Strategy</li> <li>• Scientific advice for fisheries beyond EU waters (up to 5 specific contracts)</li> <li>• Scientific advice for the Mediterranean and Black Sea (up to 4 specific contracts)</li> </ul>	Number of service requests issued	7	<p>A3</p> <p>It is expected that about half of the service requests for scientific advice will be issued in the beginning of 2017. The target includes remaining service requests from the 2015 EMFF work programme.</p>
Evaluation of grant proposals	Time to inform	All applicants informed within 6 months after the call deadline	A3
	Number of ad hoc grant proposals evaluated	5	A3
	Number of calls for proposals evaluated	7	The target includes calls for proposals from the 2015 EMFF work programme launched at the end of 2015.
	% of proposals challenged under the evaluation review procedure	Less than 3%	A3
	Number of review requests that lead to re-evaluation	Not more than one	A3
Grant agreement preparations	Time to grant	100% of grant agreements signed within 9 months after the call deadline	A3
Evaluation and signature of procurement contracts	Number of calls for tender evaluated	10 calls for tender resulting in 16 contracts	<p>A3</p> <p>The targets include</p>

	Number of service offers evaluated	7 service requests resulting in 7 contracts	evaluation and signature of procurement contracts under the 2015 and 2016 EMFF work programmes.
Monitoring of projects / grant agreements	Number of project meetings attended	One meeting per project during the project lifetime and kick-off meeting where appropriate	A3 – C1 Meetings involving project advisers and financial officers as necessary
	Number of ongoing grant agreements	36	A3 Assessment of progress, interim and final reports
	Time to pay	100% of payments within legal deadlines	A3 – C1
Monitoring of procurement contracts	Number of ongoing contracts	53	A3
	Number of meetings with contractors	As stipulated in each contract	A3
	Time to pay	100% of payments within legal deadlines	A3
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended	A3  Attendance foreseen also of relevant MS expert groups as necessary, notably EMFF, IMP, MSP.
	Number of liaison meetings	4 quarterly high level coordination meetings (Bi)weekly coordination meetings at HoU level Regular progress meetings at project adviser level	A3  Additional ad hoc meetings when necessary
	Feedback on completed actions	Feedback sheet upon closure of the action	A3
	<i>For further details, please see the policy feedback guidebook</i>		A3

#### Planning calls for proposals:

Call title	Call Identifier	Publication date	Deadline	Ind. Budget (EUR million)
Projects on Maritime Spatial Planning (MSP)	EASME/EMFF/2015/1.2.1.3	14/01/2016	31/03/2016	6
Implementation of the Common Information Sharing Environment (CISE)	EASME/EMFF/2015/1.2.1.5	22/12/2015	31/03/2016	2,538

Projects Integrated Maritime Policy in the Black Sea and/or Mediterranean Sea Regions	EASME/EMFF/2015/1.2.1.7	04/09/2015	26/11/2015	0,569
Thematic Routes on Underwater Cultural Heritage	EASME/EMFF/2015/1.2.1.8	03/12/2015	15/03/2016	0,345
Blue Careers in Europe	EASME/EMFF/2016/1.2.1.2	24/02/2016	31/05/2016	3,452
Blue Technology	EASME/EMFF/2016/1.2.1.3	31/03/2016	30/09/2016	2,52
Blue Labs	EASME/EMFF/2016/1.2.1.4	29/02/2016	31/05/2016	1,7
Maritime Spatial Planning (MSP) Projects	EASME/EMFF/2016/1.2.1.6	30/09/2016	31/01/2017	5,96
CISE implementation – national IT systems interoperability	EASME/EMFF/2016/1.2.1.9	30/09/2016	31/01/2017	1,79
Joint chartering / purchase of patrol vessels, aircraft and helicopters for fisheries control	EASME/EMFF/2016/1.2.5.1	15/12/2016	31/03/2017	10,2

While the Agency has caught up a large part of the backlog incurred on the 2014 EMFF work programme implementation due to the late adoption of the EMFF Regulation in May 2014 and subsequent handover of actions from the parent DG, a number of delegated actions from the 2015 EMFF work programme remain to be implemented largely in 2016. In so far as some of these 2015 actions have follow-up actions in the 2016 EMFF work programme, the 2016 follow-up actions will have to be implemented late in 2016 or in the course of 2017. The same applies for specific contracts under framework contracts for which the call for tender will be launched under the 2016 work programme.

In addition to the main activities listed above, the Agency will continue to look for synergies and provide policy relevant input to the parent DG, notably in the area of Blue Growth.

The Agency will provide input to the parent DG for the interim evaluation of the EMFF measures financed under direct management.

## 3.5 Intelligent Energy Europe Programme (IEE) and Eco-innovation projects

### 3.5.1 Intelligent Energy Europe Programme (IEE)

The IEE Programme supports the European Union's energy policy and its ambitious "20-20-20" commitment: i.e. reducing greenhouse gas emissions by 20%, increasing the share of renewables in energy consumption to 20%, and reducing energy use by 20%, all by 2020. The programme ran from 2007-2013 but a number of projects funded under the programme are continuing. The Agency is entrusted with the legacy management of these projects.

<b>Relevant general objective(s):</b> A resilient Energy Union with a forward looking climate policy			
<b>Specific objective:</b> Promoting the moderation of energy demand			
<b>Main outputs in 2016:</b>			
<b>EXPENDITURE-RELATED OUTPUTS</b>		<b>INPUTS: operational expenditure (PA)</b>	
		<b>Budget line</b>	<b>EUR million</b>
		32 04 53	45
<b>KEY ACTIONS</b>	<b>Indicator</b>	<b>Target</b>	<b>Responsible Unit / Remarks</b>
Communication	Number of contractors meetings	At least 3 meetings	B1
Monitoring of projects	Number of project meetings attended	30 meetings attended	B1
	Time to pay	100% of payments within legal deadlines	B1 / C1
Follow-up of IEE facilities	Number of IEE facilities delivering high quality service	2 IEE portals: Energy Efficient Products Facility and Build Up	B1
Management of concerted actions	Number of concerted actions meetings attended	All plenary meetings of EED and RES II concerted actions attended	B1
Feedback to parent DG	Number of new energy policy initiatives using IEE results	At least 3 policy files (Heating & Cooling Strategy, Buildings Directive review, EE Directive review)	B1
	Number of articles and speeches	At least 10 articles or public interventions or other forms of communication (e.g. web-based media tools)	B1
	<i>For more details, please see the policy feedback guidebook</i>		B1



### 3.5.2 Eco-innovation projects

One of the key objectives of the EIP is to support eco-innovation. Eco-innovation projects focus on cleaner production, environmental management and new products and services to make sustainable development become a business reality.

The Agency is entrusted with the legacy management of the eco-innovation scheme.

Relevant general objective(s): A New Boost for Jobs, Growth and Investment			
Specific objective: To turn the EU into a resource-efficient, green and competitive economy			
Main outputs in 2016:			
EXPENDITURE-RELATED OUTPUTS		INPUTS: operational expenditure (PA)	
		Budget line	EUR million
		02 04 53	16,8
KEY ACTIONS	Indicator	Target	Responsible Unit / Remarks
Communication	Published infograph on impact of eco-innovation projects	1	B3 – C2
	Eco-innovators Day	1 (100 projects represented, 3 policy units represented, 2 other units of EASME represented)	B3
Monitoring of projects	Number of projects monitored	Around 120	B3
	Number of reports assessed	Around 80	B3
	Number of amendments	Around 30	B3
	Number of project visits	40	B3
	Number of beneficiaries invited to Brussels	10	B3
	Time to pay	100% of payments within legal deadlines	B3 –C1
Feedback to parent DG(s)	<i>For details, please see the policy feedback guidebook</i>		B3

## PART 4. Organisational management

### 4.1 Relevant objectives and indicators

#### 4.1.1 Human Resource Management

**Objective: The Agency deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.**

**Indicator 1: Percentage of female representation in middle management**

Source of data: EASME/C2

Baseline (2015)	Target (2016)
45%	50%

**Indicator 2: Percentage of staff who feel that the Commission cares about their well-being**

Source of data: Commission staff survey

Baseline (2014)	Target
46%	50%

**Indicator 3: Staff engagement index**

Source of data: Commission staff survey

Baseline (2014)	Target
71%	71%

**Indicator 4: Percentage of posts filled by the end of 2016**

Source of data: EASME/C2

Baseline (2015)	Target
95%	95% (= 415 posts filled)

Key challenges for HR in 2016 will remain the recruitment of staff; integration of the newcomers, effective staff administration and fostering the new identity of the agency with a common culture and values. The HR-sector will also play an important role in the revision of the organisational structure, its effectiveness and possible restructuring in 2016.

In view of the challenges mentioned above, the Agency will focus in 2016 on the following areas:

- Address recruitment needs of the Agency in accordance with the staffing plan. Identify the profiles in which new reserve lists will be established and conduct recruitment procedures;
- Put in place an effective structure providing staff with adequate support and information regarding their career and contract administration, rights and obligations incl. pecuniary matters;
- Focus on the integration of new staff, fostering team spirit, common culture and values collaboration and respect. Continue the roll out of the newcomers' welcome programme

started in 2014, develop and conduct events/workshops, in coordination with the internal communication team when needed, aimed at awareness raising and skill development among staff;

- Meet specific skills development needs by organising targeted trainings and workshops. Develop and put in place a talent management strategy in view of effective organisational development.

## 4.1.2 Financial Management: Internal control and Risk Management

**Overarching objective:** The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

### Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

#### Indicator 1: Estimated residual error rate

Source of data: EASME multi-annual ex-post control strategy, H2020 audit strategy

Baseline	Target
IEE II: 2.45%, Eco-inno: 1.47%, EEN: 1.73% COSME, LIFE, EMFF, H2020: N.A.	IEE, Eco-innovation, EEN, EMFF, COSME, LIFE: below 2% H2020: as close as possible to 2% (within the range of 2-5%) (as per H2020 audit strategy)

#### Indicator 2: Estimated overall amount at risk for the year for the entire budget under the Agency's responsibility.

Source of data: EASME 2014 AAR

Baseline	Target
1.8 MEUR	Below the materiality threshold of 2%

#### Indicator 3: Estimated future corrections

Source of data: DG BUDG data on past recoveries

Baseline	Target
5.31% 81.2 MEUR	All corrections as proposed in the ex-post audits implemented.

### Objective 2: Effective and reliable internal control system in line with sound financial management.

#### Indicator 1: conclusion reached on cost effectiveness of controls

Source of data: project management IT-tools, H2020 IT-tools, HR systems, 2014 AAR

Baseline (2014)	Target
Controls are cost effective	Controls are cost effective

#### Indicator 2: benefit of controls vs cost of controls

Source of data: EASME calculations

Baseline (2014)	Target
Benefit of controls outweigh the cost of controls	Benefit of controls outweigh the cost of controls

#### Indicator 3: the ratio of administrative costs compared to the operational budget implemented

Baseline (2014)	Target
15%	Below 10%

#### Indicator 4: number of critical / very important accepted audit recommendations overdue by more than six months

Baseline (2015)	Target
None	None

**Objective 3: Reduction of the risk of fraud to a minimum through application of effective anti-fraud measures, integrated in all activities of the Agency, based on the Agency's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.**

**Indicator 1: Updated anti-fraud strategy of EASME, elaborated on the basis of the methodology provided by OLAF**

Source of data: EASME Anti-Fraud Strategy, H2020 Anti-Fraud Strategy

Baseline	Interim Milestone	Target
December 2013	N/A	Update every 2 years: updated strategy available by mid-2016

**Indicator 2: Fraud awareness is increased for target population(s) as identified in the Agency's AFS**

Source of data: EASME Anti-Fraud Strategy, HR systems

Baseline (2015)	Interim Milestone	Target
54% of newcomers trained on anti-fraud	N/A	100% of newcomers trained on anti-fraud

**Indicator 3: Regular monitoring of the implementation of the anti-fraud strategy and reporting result to management**

Source of data: EASME Anti-Fraud Strategy

Baseline	Interim Milestone	Target
December 2015	N/A	Twice per year

**Main outputs in 2016:**

Description	Indicator	Target (date)
EASME Anti-Fraud Strategy update	Strategy updated	Q2 2016
3 Pilot Audits for the newly delegated programmes	Pilot audits launched	Q4 2016
Continuous monitoring of fraud risks and reporting to management	N/A	Throughout the year  Formal reporting to the parent DGs: Steering Committee, bi-annual report and AAR

### 4.1.3 Information management

<b>Objective: Information and knowledge in the Agency is shared and reusable. Important documents are registered, filed and retrievable</b>	
<b>Indicator 1: Percentage of registered documents that are not filed (ratio)</b>	
Source of data: Hermes-Ares-Nomcom (HAN) statistics, DG DIGIT	
Baseline (2014)	Target
8% (sent documents) 10% (received documents)	0% (sent documents) 6% (received documents)
<b>Indicator 2: Percentage of HAN files readable/accessible by all units in the Agency</b>	
Source of data: HAN statistics, DG DIGIT	
Baseline (2015)	Target
98%	95 to 98%
<b>Indicator 3: Number of newcomers trained on ARES</b>	
Source of data: Syslog/DMO/EASME/C2	
Baseline (2015)	Target
10%	80%
<b>Indicator 4: existence of a documented strategy to harness knowledge of Agency's staff</b>	
Source of data: EASME/C2	
Baseline	Target
n.a.	Strategy ready by 30/06/2016

<b>Main outputs in 2016:</b>		
<i>Description</i>	<i>Indicator</i>	<i>Target (date)</i>
Implementation of e-Order for DESIS Framework Contracts	Paperless process is applied to any new DESIS specific contract	1/4/2016
Increase the use of "e-signatory only"	Ratio of ARES documents registered by EASME without a paper signatory	1/6/2016 (for a first evaluation)
Send paper documents to historical archives following SecGen recommendations	Documents for which retention period is over have been either send to HA or destroyed	1/9/2016
Adapt the filing plan to potential reorganisation	Filing plans match the new structure	3 months after reorganisation

In 2016, the Agency will continue to strive towards simplification of procedures, in particular the reduction of paper-based workflows, and support the units to work more efficiently, in particular with an appropriate filing plan and an effective management of archives.

#### **4.1.4 Communication**

The Agency and its parent DGs share the goal of high quality and efficient communication. They will work together to fully exploit the communication potential while keeping in mind their different roles. In this light, the Communication Work Plan as annexed to this document sets out the communication strategy and activities of the Agency in 2016.

## 4.2 Operating budget, staff and operational appropriations

### 4.2.1 Operating budget

Budget title		EU contribution	EFTA/EEA contribution	Third countries' contributions	Total appropriations (€ million)
Title 1	Staff expenditure	28,27	0,51	n/a	<b>28,78</b>
Title 2	Infrastructure and operating expenditure	4,92	0,09	n/a	<b>5,01</b>
Title 3	Programme support expenditure	5,01	0,05	n/a	<b>5,06</b>
<b>TOTAL</b>		<b>38,20</b>	<b>0,65</b>	<b>n/a</b>	<b>38,85</b>



Programmes	DG	TITLE 1 (€ million)			TITLE 2 (€ million)			TITLE 3 (€ million)			TOTAL (€ million)
		EU Budget	EFTA /EEA	Third countries contrib.	EU Budget	EFTA /EEA	Third countries contrib.	EU Budget	EFTA /EEA	Third countries contrib.	
		<b>Programme - COSME</b>									
COSME	GROW	5,141	0,005	n/a	0,916	0,001	n/a	0,206	0,000	n/a	6,270
Subtotal		5,141	0,005	n/a	0,916	0,001	n/a	0,206	0,000	n/a	6,270
<b>Programme - H2020</b>											
Innovation in SME's	GROW	0,667	0,019	n/a	0,107	0,003	n/a	0,063	0,002	n/a	0,861
SME instrument	AGRI	0,196	0,006	n/a	0,038	0,001	n/a	0,022	0,001	n/a	0,264
	CNECT	1,090	0,031	n/a	0,211	0,006	n/a	0,124	0,003	n/a	1,465
	ENER	0,298	0,008	n/a	0,058	0,002	n/a	0,034	0,001	n/a	0,400
	GROW	0,215	0,006	n/a	0,042	0,001	n/a	0,025	0,001	n/a	0,289
	HOME	0,123	0,003	n/a	0,024	0,001	n/a	0,014	0,000	n/a	0,165
	MOVE	0,201	0,006	n/a	0,039	0,001	n/a	0,023	0,001	n/a	0,270
	RTD	2,403	0,067	n/a	0,464	0,013	n/a	0,274	0,008	n/a	3,229
	Sub-total		4,527	0,127	n/a	0,874	0,025	n/a	0,516	0,014	n/a
Fast track to innovation	AGRI	0,023	0,001	n/a	0,004	0,000	n/a	0,003	0,000	n/a	0,030
	CNECT	0,125	0,004	n/a	0,024	0,001	n/a	0,014	0,000	n/a	0,167
	ENER	0,034	0,001	n/a	0,006	0,000	n/a	0,004	0,000	n/a	0,046
	GROW	0,025	0,001	n/a	0,005	0,000	n/a	0,003	0,000	n/a	0,033
	HOME	0,014	0,000	n/a	0,003	0,000	n/a	0,002	0,000	n/a	0,019
	MOVE	0,023	0,001	n/a	0,004	0,000	n/a	0,003	0,000	n/a	0,031
	RTD	0,276	0,008	n/a	0,052	0,001	n/a	0,031	0,001	n/a	0,368
	Sub-total		0,519	0,015	n/a	0,098	0,003	n/a	0,058	0,002	n/a
Energy - Secure, clean and efficient energy	ENER	1,993	0,056	n/a	0,343	0,010	n/a	0,203	0,006	n/a	2,610
Energy - CIP legacy	ENER	1,993	0,056	n/a	0,343	0,010	n/a	0,203	0,006	n/a	2,610
LEIT (SILC II)	GROW	0,056	0,002	n/a	0,009	0,000	n/a	0,005	0,000	n/a	0,072
Eco new	RTD	1,163	0,033	n/a	0,187	0,005	n/a	0,110	0,003	n/a	1,502
Climate - Action	GROW	0,385	0,011	n/a	0,062	0,002	n/a	0,037	0,001	n/a	0,497
	RTD	1,553	0,044	n/a	0,250	0,007	n/a	0,148	0,004	n/a	2,006
	Sub-total		1,938	0,054	n/a	0,312	0,009	n/a	0,184	0,005	n/a
Climate - Raw material	GROW	0,121	0,003	n/a	0,019	0,001	n/a	0,011	0,000	n/a	0,156
	RTD	0,488	0,014	n/a	0,079	0,002	n/a	0,046	0,001	n/a	0,630
	Sub-total		0,608	0,017	n/a	0,098	0,003	n/a	0,058	0,002	n/a
CIP Eco-I legacy	ENV	1,042	0,029	n/a	0,168	0,005	n/a	0,099	0,003	n/a	1,346
Subtotal		14,505	0,407	n/a	2,541	0,071	n/a	1,499	0,042	n/a	19,065
<b>Programme - LIFE</b>											
LIFE	CLIMA	0,310	n/a	n/a	0,053	n/a	n/a	0,529	n/a	n/a	0,892
	ENV	0,947	n/a	n/a	0,161	n/a	n/a	1,615	n/a	n/a	2,724
Subtotal		1,258	n/a	n/a	0,214	n/a	n/a	2,144	n/a	n/a	3,616
<b>Programme - EMFF</b>											
EMFF	MARE	1,907	n/a	n/a	0,303	n/a	n/a	0,196	n/a	n/a	2,406
Subtotal		1,907	n/a	n/a	0,303	n/a	n/a	0,196	n/a	n/a	2,406
<b>Management and administrative support</b>											
COSME		1,259	0,001	n/a	0,218	0,000	n/a	0,049	0,000	n/a	1,527
H2020		3,491	0,098	n/a	0,605	0,017	n/a	0,357	0,010	n/a	4,577
LIFE		0,294	n/a	n/a	0,051	n/a	n/a	0,510	n/a	n/a	0,856
EMFF		0,416	n/a	n/a	0,072	n/a	n/a	0,047	n/a	n/a	0,534
Subtotal		5,460	0,099	n/a	0,946	0,017	n/a	0,963	0,010	n/a	7,494
<b>TOTAL</b>											
TOTAL per Source of Financing within each Title		28,270	0,511	n/a	4,920	0,089	n/a	5,008	0,052	n/a	38,850
TOTAL per Budget Title		28,781			5,009			5,060			38,850

#### **4.2.2 Human resources**

The 2016 administrative budget of EASME foresees 437 staff in total, of which 33 seconded officials, 75 temporary agents and 329 contract agents.

The following figures are indicative.

OPERATIONAL STAFF	Staff (EU Budget)						
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
<b>Programme - COSME</b>							
COSME	GROW	14,20	3,70	65,80	N/A	80,00	18,31%
	<b>Subtotal</b>	<b>14,20</b>	<b>3,70</b>	<b>65,80</b>	<b>N/A</b>	<b>80,00</b>	<b>18,31%</b>
<b>Programme - H2020</b>							
Innovation in SME's	GROW	2,10	0,30	7,50	N/A	9,60	2,20%
SME Instrument	AGRI	0,53	0,25	2,87		3,40	
	CNECT	2,94	1,40	15,95		18,89	
	ENER	0,80	0,38	4,36		5,16	
	GROW	0,58	0,28	3,15		3,73	
	HOME	0,33	0,16	1,80		2,13	
	MOVE	0,54	0,26	2,94		3,48	
	RTD	6,48	3,08	35,14		41,62	
		<b>Sub-total</b>	<b>12,20</b>	<b>5,80</b>	<b>66,20</b>	<b>N/A</b>	<b>78,40</b>
Fast track to innovation	AGRI	0,06	0,03	0,32		0,38	
	CNECT	0,34	0,17	1,78		2,12	
	ENER	0,09	0,05	0,49		0,58	
	GROW	0,07	0,03	0,35		0,42	
	HOME	0,04	0,02	0,20		0,24	
	MOVE	0,06	0,03	0,33		0,39	
	RTD	0,74	0,37	3,93		4,67	
		<b>Sub-total</b>	<b>1,40</b>	<b>0,70</b>	<b>7,40</b>	<b>N/A</b>	<b>8,80</b>
Energy – Secure, clean and efficient energy	ENER	7,90	2,20	22,90	N/A	30,80	7,05%
Energy – CIP Legacy	ENER	7,90	2,20	22,90	N/A	30,80	7,05%
LEIT (SILC II)	GROW	0,20	0,10	0,60	N/A	0,80	0,18%
Eco new	RTD	3,80	2,50	13,00	N/A	16,80	3,84%
Climate Action	GROW	1,27	0,83	4,29		5,56	
	RTD	5,13	3,37	17,31		22,44	
	<b>Sub-total</b>	<b>6,40</b>	<b>4,20</b>	<b>21,60</b>	<b>N/A</b>	<b>28,00</b>	<b>6,41%</b>
Raw Materials	GROW	0,40	0,26	1,35		1,75	
	RTD	1,60	1,04	5,45		7,05	
	<b>Sub-total</b>	<b>2,00</b>	<b>1,30</b>	<b>6,80</b>	<b>N/A</b>	<b>8,80</b>	<b>2,01%</b>
CIP Eco-I Legacy	ENV	2,80	0,50	10,80	N/A	13,60	3,11%
	<b>Subtotal</b>	<b>46,70</b>	<b>19,80</b>	<b>179,70</b>	<b>N/A</b>	<b>226,40</b>	<b>51,81%</b>
<b>Programme – LIFE</b>							
LIFE	CLIMA	1,14	0,17	3,01		4,15	
	ENV	3,46	0,53	9,19		12,65	
	<b>Subtotal</b>	<b>4,60</b>	<b>0,70</b>	<b>12,20</b>	<b>N/A</b>	<b>16,80</b>	<b>3,84%</b>
<b>Programme – EMFF</b>							
EMFF	MARE	7,50	3,90	18,90	N/A	26,40	6,04%
	<b>Subtotal</b>	<b>7,50</b>	<b>3,80</b>	<b>18,90</b>	<b>N/A</b>	<b>26,40</b>	<b>6,04%</b>
	<b>Subtotal OPERATIONAL</b>	<b>73,00</b>	<b>28,00</b>	<b>276,60</b>	<b>N/A</b>	<b>349,60</b>	<b>80,00%</b>

Management and Administrative Support	Staff (EU Budget)						
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
<b>Programme - COSME</b>							
COSME	GROW	8,00	1,10	12,00	N/A	20,00	4,58%
<b>Subtotal</b>		<b>8,00</b>	<b>1,10</b>	<b>12,00</b>	<b>N/A</b>	<b>20,00</b>	<b>4,58%</b>
<b>Programme - H2020</b>							
Innovation in SME's	GROW	1,02	0,05	1,41	N/A	2,44	0,56%
SME Instrument	AGRI	0,26	0,04	0,54		0,80	
	CNECT	1,43	0,23	3,01		4,44	
	ENER	0,39	0,06	0,82		1,21	
	GROW	0,28	0,04	0,59		0,88	
	HOME	0,22	0,03	0,40		0,62	
	MOVE	0,46	0,04	0,75		1,22	
	RTD	3,35	0,55	6,83		10,18	
	<b>Sub-total</b>		<b>6,39</b>	<b>0,99</b>	<b>12,95</b>	<b>N/A</b>	<b>19,34</b>
Fast track to innovation	AGRI	0,03	0,00	0,06		0,09	
	CNECT	0,16	0,03	0,34		0,50	
	ENER	0,04	0,01	0,09		0,14	
	GROW	0,03	0,01	0,07		0,10	
	HOME	0,02	0,00	0,04		0,06	
	MOVE	0,03	0,01	0,06		0,09	
	RTD	0,36	0,08	0,86		1,22	
	<b>Sub-total</b>		<b>0,68</b>	<b>0,13</b>	<b>1,52</b>	<b>N/A</b>	<b>2,20</b>
Energy – Secure, clean and efficient energy	ENER	3,61	0,37	4,09	N/A	7,70	1,76%
Energy – CIP Legacy	ENER	3,61	0,37	4,09	N/A	7,70	1,76%
LEIT (SILC II)	GROW	0,10	0,02	0,11	N/A	0,21	0,05%
Eco new	RTD	1,85	0,40	2,45	N/A	4,30	0,98%
Climate Action	GROW	0,62	0,13	0,81		1,43	
	RTD	2,49	0,54	3,15		5,64	
	<b>Sub-total</b>		<b>3,11</b>	<b>0,68</b>	<b>3,95</b>	<b>N/A</b>	<b>7,07</b>
Raw Materials	GROW	0,19	0,04	0,25		0,45	
	RTD	0,78	0,17	1,03		1,81	
	<b>Sub-total</b>		<b>0,97</b>	<b>0,21</b>	<b>1,28</b>	<b>N/A</b>	<b>2,25</b>
CIP Eco-I Legacy	ENV	1,36	0,08	2,04	N/A	3,40	0,78%
<b>Subtotal</b>		<b>22,70</b>	<b>3,30</b>	<b>33,90</b>	<b>N/A</b>	<b>56,60</b>	<b>12,95%</b>
<b>Programme – LIFE</b>							
LIFE	CLIMA	0,42	0,05	0,62		1,04	
	ENV	1,28	0,15	1,88		3,16	
<b>Subtotal</b>		<b>1,70</b>	<b>0,20</b>	<b>2,50</b>	<b>N/A</b>	<b>4,20</b>	<b>0,96%</b>
<b>Programme – EMFF</b>							
EMFF	MARE	2,60	0,40	4,00	N/A	6,60	1,51%
<b>Subtotal</b>		<b>2,60</b>	<b>0,40</b>	<b>4,00</b>	<b>N/A</b>	<b>6,60</b>	<b>1,51%</b>
<b>Subtotal HORIZONTAL</b>		<b>35,00</b>	<b>5,00</b>	<b>52,40</b>	<b>N/A</b>	<b>87,40</b>	<b>20,00%</b>
<b>TOTAL STAFF</b>		<b>108,00</b>	<b>33,00 *</b>	<b>329,00</b>	<b>N/A</b>	<b>437,00</b>	<b>100,00%</b>

Management and Administrative Support Summary							
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
COSME		8,00	1,10	12,00	N/A	20,00	4,58%
H2020		22,70	3,30	33,90	N/A	56,60	12,95%
LIFE		1,70	0,20	2,50	N/A	4,20	0,96%
EMFF		2,60	0,40	4,00	N/A	6,60	1,51%
<b>Subtotal</b>		<b>35,00</b>	<b>5,00</b>	<b>52,40</b>	<b>N/A</b>	<b>87,40</b>	<b>20,00%</b>

\* Seconded Officials – Frozen posts in the Commission Establishment Plan

Parent DG	Number of posts frozen in 2016
DG CNECT	2
DG ENER	5
DG GROW	11
DG ENV	2
DG MARE	4
DG RTD	9
<b>Total</b>	<b>33</b>

Source: Specific financial statement accompanying the mandate extension which received a positive opinion of the CEA on 22.11.2013; Amending decision C(2014)6944 extending the mandate by the Fast Track Innovation pilot scheme.

Staff financed by contributions from EFTA and/or third countries	TAs	Of which Seconded officials	CAs	SNEs	Total
Operational - COSME	0,01	0,00	0,06	N/A	0,07
Operational - H2020	1,27	0,54	4,91	N/A	6,18
<b>Sub-total OPERATIONAL</b>	<b>1,29</b>	<b>0,54</b>	<b>4,97</b>	<b>N/A</b>	<b>6,25</b>
Horizontal - COSME	0,01	0,00	0,01	N/A	0,02
Horizontal - H2020	0,62	0,09	0,93	N/A	1,55
<b>Sub-total HORIZONTAL</b>	<b>0,63</b>	<b>0,09</b>	<b>0,94</b>	<b>N/A</b>	<b>1,56</b>
<b>TOTAL</b>	<b>1,91</b>	<b>0,63</b>	<b>5,90</b>	<b>N/A</b>	<b>7,82</b>

#### 4.2.3 Delegated operational appropriations

Budget lines		Commitment appropriations (million €)			Payment appropriations (million €)		
		EU Budget	EFTA/EEA	Total	EU Budget	EFTA/EEA	Total
<b>Horizon 2020 – Framework Programme for Research and Innovation</b>							
02 04 02 01	Leadership in space	14.384.065	392.685	14.776.750	11.358.036	310.074	11.668.110

02 04 02 03	Increasing innovation in small and medium sized enterprises (SMEs) - Innovation in SME	35.738.414	975.659	36.714.073	16.681.728	455.411	17.137.139
02 04 03 01	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	64.058.839	1.748.806	65.807.645	60.978.386	1.664.710	62.643.096
18 05 03 01	Fostering inclusive, innovative and secure European societies	11.979.397	327.038	12.306.435	9.948.789	271.602	10.220.390
18 05 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014 to 2020)	-	-	-	-	-	-
05 09 03 01	Securing sufficient supplies of safe and high quality food and other bio-based products	19.142.854	522.600	19.665.454	9.163.561	250.165	9.413.726
05 09 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014 to 2020)	-	-	-	-	-	-
06 03 03 01	Achieving a resource-efficient, environmentally-friendly, safe and seamless European transport system	19.586.757	534.718	20.121.475	16.552.343	451.879	17.004.222

06 03 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014 to 2020)	-	-	-	-	-	-
08 02 02 01	Leadership in nanotechnologies, advanced materials, biotechnology and advanced manufacturing and processing	48.134.671	1.314.077	49.448.747	41.092.590	1.121.828	42.214.417
08 02 03 01	Improving lifelong health and wellbeing	48.401.141	1.321.351	49.722.492	70.945.005	1.936.799	72.881.804
08 02 03 02	Improving food security, developing sustainable agriculture, marine and maritime research and the bio-economy	23.557.675	643.125	24.200.800	24.860.388	678.689	25.539.077
08 02 03 03	Making the transition to a reliable, sustainable and competitive energy system	29.067.264	793.536	29.860.800	24.513.212	669.211	25.182.423
08 02 03 04	Achieving a European transport system that is resource-efficient, environmentally friendly, safe and seamless	50.744.914	1.385.336	52.130.250	40.413.723	1.103.295	41.517.017
08 02 03 05	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	256.428.069	7.000.486	263.428.555	191.064.717	5.216.067	196.280.784
08 02 03 06	Fostering inclusive, innovative and secure European societies	9.784.240	267.110	10.051.350	8.500.482	232.063	8.732.545

08 02 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014 to 2020)	-	-	-	-	-	-
09 04 02 01	Leadership in information and communications technology (ODI)	75.813.370	2.069.705	77.883.075	64.867.448	1.770.881	66.638.329
09 04 03 01	Improving lifelong health and wellbeing	20.052.565	547.435	20.600.000	6.086.894	166.172	6.253.067
09 04 03 02	Fostering inclusive, innovative and secure European societies	3.700.988	101.037	3.802.025	3.287.180	89.740	3.376.920
09 04 03 03	Fostering secure European societies	6.789.643	185.357	6.975.000	2.093.644	57.156	2.150.800
32 04 03 01	Making the transition to a reliable, sustainable and competitive energy system	120.763.944	3.296.856	124.060.800	121.496.297	3.316.849	124.813.146
32 04 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014-2020)	-	-	-	-	-	-
<b>Subtotal Horizon 2020</b>		<b>858.128.809</b>	<b>23.426.917</b>	<b>881.555.726</b>	<b>723.904.422</b>	<b>19.762.590</b>	<b>743.667.013</b>
<b>Programme for the Competitiveness of Enterprises and SMEs – (COSME)</b>							
02 02 01	Promoting entrepreneurship and improving the competitiveness and access to markets of Union enterprises	98.865.000	88.979	98.953.979	47.532.221	42.779	47.575.000
02 02 02	Improving access to finance for small and middle-sized enterprises (SMEs) in the form of equity and debt	650.000	585	650.585	599.460	540	600.000
<b>Subtotal COSME</b>		<b>99.515.000</b>	<b>89.564</b>	<b>99.604.564</b>	<b>48.131.681</b>	<b>43.319</b>	<b>48.175.000</b>
<b>Programme for the Environment and Climate Action (LIFE)</b>							



07 02 01	Contributing to a greener and more resource efficient economy and to the development and implementation of Union environmental policy and legislation	73.000.000	-	73.000.000	23.500.000	-	23.500.000
07 02 02	Halting and reversing the biodiversity loss	100.000.000	-	100.000.000	28.740.000	-	28.740.000
07 02 03	Supporting better environmental governance and information at all levels	28.716.184	-	28.716.184	14.720.000	-	14.720.000
34 02 01	Reducing of Union greenhouse gas emissions	24.000.000	-	24.000.000	6.040.000	-	6.040.000
34 02 02	Increasing resilience of the Union to climate change	32.600.000	-	32.600.000	8.050.000	-	8.050.000
34 02 03	Better climate governance and information at all levels	9.500.000	-	9.500.000	4.940.000	-	4.940.000
<b>Subtotal LIFE</b>		<b>267.816.184</b>	<b>-</b>	<b>267.816.184</b>	<b>85.990.000</b>	<b>-</b>	<b>85.990.000</b>
<b>The European Maritime and Fisheries Fund (EMFF)</b>							
11 06 61 00	Fostering the development and implementation of the Union's Integrated Maritime Policy (IMP)	32.147.000	-	32.147.000	9.351.133	-	9.351.133
11 06 62 01	Scientific Advice and knowledge	1.700.000	-	1.700.000	2.263.918	-	2.263.918
11 06 62 02	Control and enforcement	10.200.000	-	10.200.000	-	-	-
<b>Subtotal EMFF</b>		<b>44.047.000</b>	<b>-</b>	<b>44.047.000</b>	<b>11.615.051</b>	<b>-</b>	<b>11.615.051</b>
<b>Legacy</b>							
02 02 51	Completion of former activities in the competitiveness and entrepreneurship domain	p.m.	-	p.m.	120.000	-	120.000

02 04 53	Completion of Competitiveness and Innovation Framework Programme — Innovation Part (2007-2013)	p.m.	-	p.m.	16.800.000	-	16.800.000
32 04 50 02	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (prior to 2014)	p.m.	-	p.m.	p.m.	-	p.m.
32 04 53	Completion of the 'Intelligent Energy — Europe' programme (2007 to 2013)	p.m.	-	p.m.	45.000.000	-	45.000.000
32 04 54	Completion of the 'Intelligent energy — Europe' programme (2003 to 2006)	p.m.	-	p.m.	p.m.	-	p.m.
02 02 51	Completion of former activities in the competitiveness and entrepreneurship domain	p.m.	-	p.m.	p.m.	-	p.m.
<b>Subtotal legacy</b>		<b>p.m.</b>	<b>-</b>	<b>p.m.</b>	<b>61.920.000</b>	<b>-</b>	<b>61.920.000</b>
<b>Total of the operational budget managed by the Executive Agency:</b>		<b>1.269.506.993</b>	<b>23.516.480</b>	<b>1.293.023.474</b>	<b>931.561.155</b>	<b>19.805.909</b>	<b>951.367.064</b>

### **4.3 Specific efforts to improve economy and efficiency of financial and non-financial activities**

The following two examples – initiatives the Agency plans to undertake in 2016 to improve the efficiency and economy of its operations – illustrate that the Agency is continuously trying to improve its functioning further:

1. Reduction of paper-based workflows: a more generalised introduction of e-signatories in the Agency will limit the number of double workflows (electronic and paper-based), reduce the use of paper and shorten the time to prepare files.
2. Rationalisation of approval workflows (routing slips): linked to the above initiative, is the simplification of the approval workflows. It is foreseen that, following an analysis of workflows, a number of routing slips will be shortened and streamlined in order to shorten the approval time of files.

## ANNEX 1. 2016 Communication Work Plan

### 1 The Communication Strategy

This Work Plan sets out the communication strategy and activities of the Executive Agency for Small and Medium-sized Enterprises (EASME) in 2016.

Communication activities in the EASME are carried out by two dedicated communication teams, comprising experts in the field. This ensures excellence, value for money and the ability to maximise results across the programmes.

#### Guiding principles

The Communication plan and activities are based on a set of principles that remain unchanged from 2015:

- **audience-driven**

The communication arena is a competitive marketplace. Public attention is difficult to get. We must *put the audience* first if we want to ensure our target groups immediately see *what's in it for them* and follow our *call to action*.

- **focused and targeted**

The scope of our communications is clearly defined in our Agency remit. We communicate about the programmes, networks and initiatives that are managed by the Agency. Communicating EU policy is the prerogative of the Commission.

- **recognisable and memorable**

Making our communication products recognisable means respecting the visual identity of the European Commission and the style guides for the Agency. Making them memorable is about crafting compelling images, messages, and stories.

- **clear and simple**

However complex the issue at hand, it can be boiled down to a key message. To get our message across, we use a plain and understandable language (no jargon or acronyms), leverage the power of visual, online and interactive communication tools to overcome inter-cultural barriers and reduce translation costs.

- **consistent and complementary to parent-DGs' communications**

Our communications should not duplicate work undertaken by the parent DGs and other Commission services, but create synergy and added value. A good coordination of the internal and external communication within the Agency – and between the Agency and the Commission – is essential to the success of our joint efforts. As for Horizon 2020, the Research and Innovation DGs, coordinated by the Communication Unit of DG RTD, are jointly responsible for Horizon 2020 policy communication to press and to general public based on

the Common Communication Strategy for Horizon 2020. The Agency's communication activities are in line with the Horizon 2020 - Memorandum of Understanding.

## **Main priorities**

In carrying out our communication activities we will focus on the following priorities:

- **Digital media**

We use digital media by default. Our audiences' habits have changed and more and more activities are carried out online.

The ongoing rationalisation exercise includes the objective to reduce the number of publications by at least a quarter.

Our social media strategy per programme will include communicating through Twitter, and projecting stories and information on the Agency's website as well as the relevant programme websites.

Our electronic newsletters are a powerful way to reach stakeholders and interested parties. With more than 30.000 subscribers we will continue to make good use of this channel to communicate successfully.

The use of digital channels is very useful in our objective to build communities and encourage stakeholder engagement.

- **Stakeholder engagement**

All our activities focus on stakeholder communication. We do not interfere in policy communication which is the realm of our parent DGs. We will support their communication objectives in providing concrete examples and success stories that provide evidence for their policy objectives.

Our stakeholders are powerful multipliers of our messages. They can help us reach a wider audience and adapt the message to specific local and topical requirements. Stakeholders are usually also very trusted in their communities. In our communication approach we will enable project coordinators to carry our consistent communication activities.

- **Media and other multipliers**

As a key multiplier, media can help increase the awareness of EASME-managed funding schemes, networks and initiatives, their results and achievements on the ground.

General media enquiries and relations are by default managed by parent DGs. EASME will solely focus on key sector publications (public affairs, business, technology, environment, etc) and closely liaise with the relevant parent DGs.

- **Synergy between legacy and new programmes**

In 2015, the legacy programmes continue to exist while new programmes are launched. Our communication task aims to create synergies in exploiting information about legacy programmes that can be of use in preparing for the new programmes. The success stories of legacy programmes should therefore continue to be promoted. All our communication activities in this respect will follow an integrated approach.

The same accounts for programmes that cover similar areas but are managed in different Agencies. Coordination between the communication teams of those Agencies will ensure that all messages to stakeholders are consistent and complementary. We will ensure in particular that our communication to stakeholders of the Marco Polo programme explains the changes and the impact for them.

- **Synergies with the Enterprise Europe Network**

The Enterprise Europe Network is a key channel for communicating to SMEs. We will ensure that communication about the Agency's programmes to and through the Network is managed to ensure maximum impact. The two communication teams will play a coordinating role.

- **Synergies between and within programmes managed by the Agency**

Topics and themes should be addressed across programmes and within different parts of one programme (e.g. H2020). During conferences and events, thematic projects should be promoted vice versa to portray the various funding instruments available.

- **Measuring impact**

We will measure the impact of our communication activities to be accountable and make sure we reach our objectives in the most efficient and effective manners.

As part of this exercise we will continue to support the rationalisation efforts of the Commission. We will be part of the web rationalisation exercise and will look for synergies whenever possible to make best use of our resources and achieve the highest impact. Producing fewer paper products and making good use of existing stock through targeted distribution will also contribute to the return on investment.

## 2 The Communication Work Plan

This work plan is based on the information available as of November 2015.

For each programme, an analysis of the communication objectives, audiences, messages, desired impact and resources will be carried out before the tools and tasks are agreed.

Objectives	Actions	Output indicators	
		Baseline	Target
Promote the following programmes and results to the relevant stakeholders and make sure they are aware about	Manage the EASME website, social media accounts and e-newsletters	Website visits: 1.080.000	1.100.000
		Page views: 3.100.000	3.400.000

funding opportunities and programme details:  <b>H2020 SME INSTRUMENT</b>  <b>H2020 ENERGY EFFICIENCY</b>  <b>H2020 CLIMATE &amp; RESOURCES</b>  <b>LIFE</b>  <b>EMFF</b>		Overall number of followers: 20.000	33.000
		Newsletter subscribers: 31.000	32.500
	Promotional items (infographics, posters, roll-ups, etc.)	n/a	n/a
	Event Management (info days, events)	Number of events: 3	3
		Satisfaction rate: tbc	Satisfaction rate: 80%
Support to policy communication of parent DGs (provision of data and results, input to draft press releases)	n/a	n/a	
<b>Manage the EU Sustainable Energy Week (EUSEW)</b> , ensuring a successful organisation of the different pillars (Energy Days, High level policy conference, Awards)	Implement the EUSEW with an awards scheme, a policy conference and the support to energy days in Member states	Satisfaction rate: 80%	Satisfaction rate: 80% or higher
		Nr Energy Days: 693	750
		Website visits: 102.000	110.000
		Pageviews: 478.000	520.000
		Followers: 8.500	10.000
		Fans on Facebook: 9.000	10.000
		Opportunities to see: 40.220.042	Opportunities to see: 45.000.000
<b>Implement an internal communication strategy</b> to increase staff engagement	Manage the intranet, publish newsletters, organise sessions, develop culture and identity	Daily updates: at least 1 per day	At least 1 per day
		Nr of newsletters: 10	10
		Nr of video interviews: 6	10
<b>Ensure a positive and professional reputation of EASME</b> vis-à-vis its stakeholders	Transparent information about the EASME (website, LinkedIn, presentations, corporate identity)	EASME website: 1 update per week	1 update per week



