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Annual Work Programme 2017

Executive Agency for Small and Medium-sized Enterprises (EASME)

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PART 1. MESSAGE FROM THE DIRECTOR

This Work Programme sets out the Agency's activities for 2017. These activities are in line with EASME's mandate and contribute to the achievement of the specific objectives of the Agency's seven parent DGs and to the Commission's general objectives of providing *a new boost for jobs, growth and investment* and *a resilient Energy Union with a forward looking climate policy*. In close contact with project promoters and partners, EASME puts into practice the Commission's objectives in the areas of SME-support, energy, environment and maritime. Links between these areas will be reinforced through the management of the concerned funding programmes by one and the same Agency. The added value of EASME lies in building further synergies, complementarity and knowledge spill-overs between the programmes it manages.

2017 will build on stability. Now that the Agency is at cruising speed, managing 2 666 projects with an operational budget of 1.4 billion EUR and almost up to 450 staff, one could argue that this year will be a year of continuity and business as usual. Nevertheless, the Agency operates in a changing environment and will be confronted with a number of challenges.

The state of advancement of the delegated programmes will reach this year 'mid-term'. With the Commission engaging in the mid-term evaluations of the programmes, there is an increasing need for the Agency to demonstrate and highlight results achieved. Coordination and close cooperation will therefore continue with the Agency's parent DGs, especially as regards dissemination and exploitation of project results. Building on the experience gained so far and based on a customised approach depending on the programme and the individual DG's needs, the Agency will further invest in providing adequate feedback of policy relevant information to the parent DGs. It will also continue its efforts to communicate its projects results towards market players, in order to foster replication and maximise impacts. This includes facilitating access to business partners and investors.

As regards organisational management, the Agency's organigramme has been fine-tuned to accommodate for the management of large units (of up to 100 staff) and to improve the Agency's organisational efficiency and effectiveness. Together with a revised organisation chart, the Agency will implement the multi-annual HR-strategy which was approved at the end of 2016. Focus will be on the following two areas: career development and managerial excellence. Still within the human resources field, the Agency will continue to strive for an optimal deployment of its staff in function of the workload. It will engage actively in discussions with the Commission in case additional tasks or changed procedures with an effect on workload are envisaged.

In 2017, an external evaluation of the first three years of operation of the Agency (2014-2016) will take place. We are confident that this evaluation will confirm the good performance of the Agency and look forward to use this evaluation study as an input to further improving our work.

Relying on an excellent team that has made EASME a successful executive agency, I am confident that we will succeed in pursuing our objectives in 2017 and contribute to creating a more competitive and resource-efficient European economy based on knowledge and innovation.

Marco Malacarne
Acting Director

Key Performance Indicators (KPIs)

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 2017 Annual Activity Report.

Indicator: time to grant¹																													
Source of data: EASME.C1																													
Baseline (2016)²	Target (2017)																												
80% of grants signed within deadline <ul style="list-style-type: none"> • SME-I phase 1³: 85 days • SME-I phase 2: 145 days • FTI: 236 days • Other H2020: 224 days • COSME: 213 days • LIFE: 241 days • EMFF: 153 days 	100% of grants signed within deadline <ul style="list-style-type: none"> • SME-I phase 1: 3 months (92 days) • SME-I phase 2: 6 months (183 days) • FTI: 6 months (183 days) • Other H2020: 8 months (245 days) • COSME, LIFE, EMFF: 9 months (274 days) 																												
Indicator: time to pay																													
Source of data: EASME.C1																													
Baseline (2016)	Target (2017)																												
96% of payments within legal deadlines <table border="1" data-bbox="204 1440 715 1702"> <thead> <tr> <th>Legal deadline</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>30 days</td> <td>96%</td> </tr> <tr> <td>45 days</td> <td>97%</td> </tr> <tr> <td>50 days</td> <td>100%</td> </tr> <tr> <td>60 days</td> <td>99%</td> </tr> <tr> <td>75 days</td> <td>100%</td> </tr> <tr> <td>90 days</td> <td>97%</td> </tr> </tbody> </table>	Legal deadline	Result	30 days	96%	45 days	97%	50 days	100%	60 days	99%	75 days	100%	90 days	97%	100% of payments within legal deadlines <table border="1" data-bbox="821 1440 1332 1702"> <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>50 days</td> <td>100%</td> </tr> <tr> <td>60 days</td> <td>100%</td> </tr> <tr> <td>75 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%	50 days	100%	60 days	100%	75 days	100%	90 days	100%
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90 days	100%																												

¹ In addition to time to grant, the indicators 'time to inform' and 'time to sign' will also be used (and reported on). Please refer to part III of this document.

² Average time to grant

³ Following the agreement between EASME and DG RTD (14 March 2016), the security related projects are excluded from the results for the SME-instrument and FTI. Detailed statistics on time to grant are available in the 2016 Annual Activity Report

Indicator: % of budget execution (commitments and payments) with respect to budget appropriations	
Source of data: EASME.C1	
Baseline (2016)⁴	Target (2017)
operational budget: 100% commitments and 100% payments	operational budget: 100% (commitments and payments)
operating budget: 99% commitments and 87% payments	operating budget: 100% (commitments and payments)
Indicator: residual error rate in financial transactions	
Source of data: EASME.C01	
Baseline (2016)	Target (2017)
<ul style="list-style-type: none"> • IEE II: 3.8% • Eco-innovation: 6.0% • Enterprise Europe Network: 1.67% COSME, LIFE, EMFF, H2020: N.A. ⁵	<ul style="list-style-type: none"> • 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)
Indicator: number of critical / very important accepted audit recommendations (made by ECA and IAS) overdue for more than six months	
Source of data: EASME.C01	
Baseline (2016)	Target (2017)
None	None

⁴ Percentage refers to the amended 2016 budget.

⁵ Given the state of advancement in the life-cycle of the projects, no ex-post audits took place in 2016 with regard to these programmes. The first ex-post audits will take place in 2017.

PART 2. MISSION STATEMENT

Executive Agencies are established by the Commission in accordance with Council Regulation (EC) No 58/2003⁶ 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)⁷ 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'***.

The Agency shall implement its mission in close cooperation with its seven parent DGs: DG Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), DG Research and Innovation (DG RTD), DG Environment (DG ENV), DG Climate Action (DG CLIMA), DG Communication Networks, Content and Technology (DG CONNECT), DG Energy (DG ENER) and DG Maritime Affairs and Fisheries (DG MARE). This close cooperation with the parent DGs is essential not only for programme implementation tasks but also for the feedback the Agency provides to the Commission in view of the latter's policy tasks.

⁶ 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).

⁷ Following the establishment of the Intelligent Energy Executive Agency (IEEA) by Commission Decision 2004/20/EC of 23 December 2003, the Commission decided to transform the IEEA into the EACI (Commission Decision 2007/372/EC of 31 May 2007 amending Decision 2004/20/EC. 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) was adopted on 23 December 2013 and amended by Commission Decisions C(2014)4636 of 11 July 2014, C(2014)6944 of 2 October 2014, C(2015)651 of 12 February 2015 and C(2016)3684 of 17 June 2016.

PART 3. OVERVIEW OF OUTPUTS FOR THE YEAR

The Agency contributes to the achievement of the general and specific objectives of its seven parent DGs. The Agency is responsible for implementing tasks, such as the launch and conclusion of grant and procurement procedures, the adoption of award decisions, project monitoring, financial control and accounting, the contribution to programme evaluation and various support tasks.

The sections below briefly describe the tasks the Agency has been entrusted with and list, per programme, the main outputs expected for the year 2017.

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)⁸ – 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 2017 COSME Work Programme was adopted on 8 November 2016⁹. The 2017 budget amounts to EUR 304 million (including the financial instruments).

The financial instruments under the first objective, access to finance, are managed by the European Investment Fund (EIF) in cooperation with financial intermediaries in COSME participating countries. However, the Agency may implement support measures, like studies or awareness raising events from the first objective.

The Agency is entrusted with the implementation of actions under the three other objectives of the COSME programme as mentioned above and is responsible for the management of the full project cycle of the delegated actions according to annex II of the Agency's Delegation Act. In general, the Agency is responsible for the budgetary, legal, financial and operational aspects of the implementation. There is a close cooperation between DG GROW and the Agency to guarantee that the delegated actions and support measures are efficiently implemented, monitored and regularly assessed in view of their contribution to the above objectives.

⁸ 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.

⁹ Commission Implementing Decision C(2016)7033 of 8/11/2016 on the adoption of the work programme for 2017 and the financing for the implementation of the Programme for the Competitiveness of Enterprises and small and medium-sized enterprises.

The COSME work programme implements Commission policy priorities, in particular on promoting jobs, growth and investment, upgrading the single market and digital single market and implementing better regulation.

Helping SMEs and start-ups to grow is one of the priorities of the Single Market Strategy¹⁰, in particular the follow-up activities to the Communication on Europe's next leaders: the Start-up and Scale-up Initiative – COM(2016)733..

In 2017, several COSME actions will be geared towards the implementation of this priority. The Enterprise Europe Network will continue to facilitate SMEs' access to markets both within the EU and beyond. The Your Europe Business Portal will be developed towards an online gateway for SMEs and entrepreneurs to facilitate the cross-border operations of companies, in particular start-ups.

Public procurement and intellectual property are also among the key areas for action of the Single Market Strategy.

A number of COSME 2017 actions are dedicated to promoting the modernisation of industry: the use of new technologies by SMEs and the access to data-driven economy. These include the creation of digital B2B platforms, the uptake of big data and digital technologies by enterprises and the promotion of Smart Specialisation strategies, e.g. through clusters. Moreover, the actions targeted to key sectors of the European economy, e.g. tourism, construction, automotive industry or defence aim at boosting the growth and competitiveness of businesses in these sectors.

To promote entrepreneurship, we continue to enhance the Erasmus for Young Entrepreneurs, a mobility scheme which, in the period 2009-2013 has led to more than one third of its participants starting-up their own company.

As well as the calls for proposals detailed overleaf, several actions will be implemented as calls for tenders.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective:	Parent DG: GROW
<i>A new boost for jobs, growth and investment</i>	
Specific objectives:	Related to spending programme COSME
<ul style="list-style-type: none"> • <i>To improve access to finance for SMEs in the form of equity and debt</i> • <i>To improve access to markets</i> • <i>To improve framework conditions for the competitiveness and sustainability of Union enterprises</i> • <i>To promote entrepreneurship and entrepreneurial culture</i> 	
Main outputs in 2017:	

¹⁰Communication from the Commission to the European Parliament, the Council, the European Economic And Social Committee and the Committee of the Regions - Upgrading the Single Market: more opportunities for people and business - COM(2015) 550 final: <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52015DC0550&from=EN>

Output	Indicator	Target
Calls for proposals	Number of calls published	14
Calls for tender	Number of calls published	16
Evaluation sessions	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	± 75
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	18
Payments	Time to pay	100% of payments within legal deadlines
Events: • Annual Conference EEN	Satisfaction rate participants	85%
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended

Planned calls for proposals 2017¹¹:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
Enterprise Europe Network	Ad hoc grants	January	March	2
Enterprise Europe Network – Annual Conference	Ad hoc grant	March	October	0,15
EU Japan Centre	Ad hoc grant	January	April	2,8
Training for SME-friendly Policies in central purchasing bodies	COS-TSMFRIEND-2017-2-01	March	May	0,35
Creating links for the facilitation of public procurement of innovation	COS-LINKPP-2017-2-02	March	May	0,6
SME Policy –Transfer of business – Conference under the MT Presidency	Ad hoc grant	November	March (2017)	0,12
European Cluster Excellence Programme	COS-CLUSTEREXC-2017-3-01	October	December	0,9
European Secretariat for Cluster Analysis (ESCA)	Ad hoc grant	January	March	0,3
European Strategic Cluster Partnerships for smart specialisation investments	COS-CLUSTPARTN-2017-3-02	March	Mayr	2,8
Diversifying and increasing the visibility of Europe's transnational tourism offer – Support the promotion and development of transnational thematic tourism products linked to cultural and creative industries	COS-TOURCCI-2017-3-03	March	May	1,5
Diversifying and increasing the visibility of Europe's transnational tourism offer – Promotion of existing European Destinations of Excellence	Ad hoc grants	February	April	0,5
Diversifying and increasing the visibility of Europe's transnational tourism offer– Cooperation with ETC	Ad hoc grant	May	July	2,5
European Incubation Network for creativity-driven innovation	COS-EINET-2017-3-04	May	July	2,6
Erasmus for Young Entrepreneurs	COS-EYE-2017-4-01	March	June	4
TOTAL				20.97

¹¹ This initial list of planned call for proposals implements the Commission Implementing decision C(2016) 7033 final of 08.11.2016 and might be subject to changes adopted by further Commission Implementing Decisions amending, where relevant, the COSME work programme for 2017.

The following activities of the COSME Work Programme 2017 will be implemented through calls for tenders by the Agency:

Project Ref	Title	Budget (EUR million)
GRO/SME/17/B/04	Internationalisation of light industries SMEs	0,8
GRO/SME/17/B/05	IP Pre-Diagnostic and improving access to patent protection for innovative EU SMEs	4,3
GRO/SME/17/B/08	Improve the user-friendliness of Points of Single Contact	0,5
GRO/SME/17/c/01	Increased awareness of EU programmes and initiatives and of the good practices in the area in view of the Start-up and Scale-up Initiative	0,6
GRO/SME/17/C/03	Accelerating the uptake of big data and supporting the establishment of B2B digital platforms in Europe	2,4
GRO/SME/17/C/04	Monitoring digital transformation and KETs	1,8
GRO/SME/17/C/06	Industrial Modernisation and Smart Specialisation	3,9
GRO/SME/17/C/07	Blueprint for sectoral cooperation on skills	4
GRO/SME/17/C/11	Construction 2020	0,4
GRO/SME/17/D/02	Peer-Learning activities in Entrepreneurship Education and in Women Entrepreneurship	1,4
TOTAL		20.1

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

'Horizon 2020'¹² 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 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 I 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 2020¹³.
- 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)";
- 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".

¹² 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.

¹³ These activities will be implemented through the SME-instrument.

3.2.1. Innovation in SMEs

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2016-2017 which was adopted on 13 October 2015.¹⁴ The Agency has been entrusted with the management of the full project cycle according to annex I of the Delegation Act.

Horizon 2020 INNOSUP calls for proposals and tenders are elements of a broader action to develop the ecosystem of innovation support to SMEs in Europe. Generally, the actions are designed to provide opportunities to Member States and regions to enhance their services through collaboration, peer-learning and uptake of new approaches.

In addition several actions will focus on the identification, further development and dissemination of skills and expertise among SMEs. The Enterprise Europe Network present in all European regions and co-financed by them and the Member States is expected to play an important role for catalysing such development processes.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective:		Parent DG: GROW
<i>A new boost for jobs, growth and investment</i>		
Specific objective:		Related to spending
<i>To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies</i>		programme Horizon 2020
Main outputs in 2017:		
Output	Indicator	Target
Calls for proposals	Number of calls published	5
Calls for tender	Number of calls published	1
Evaluation sessions	Time to inform applicants	100% of applicants informed within 5 months (153 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	20
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline
Contracts	Number of contracts signed	1
Payments	Time to pay	100% of payments within legal deadlines
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended

¹⁴ Commission Decision C(2015)6776 of 13 October 2015.

Planning calls for proposals 2017:				
Call title	Call identifier	Opening date	Closing date	Ind. Budget (EUR million)
Cluster facilitated projects for new industrial value chains	INNOSUP-01-2016-2017	14/10/2015	1 st stage: 04/04/2017 2 nd stage: 07/09/2017	18,5
Peer learning of innovation agencies	INNOSUP-05-2016-2017	14/10/2015	08/03/2017 18/10/2017	0,5
Technology services to accelerate the uptake of advanced manufacturing technologies for clean production by manufacturing SMEs	INNOSUP-03-2017	08/11/2016	28/03/2017	4,9
Innovating SMEs – segmentation along lifecycle and sectors (analytical research activity)	INNOSUP-07-2017	08/11/2016	28/03/2017	1
A better access to industrial technologies developed overseas	INNOSUP-08-2017	08/11/2016	28/03/2017	1
TOTAL				25.9

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

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2016-2017. The Agency has been entrusted with the management of the energy efficiency part of the Societal challenge 3 according to annex I of the Agency's Delegation Act.

The Horizon 2020 Energy Efficiency Call 2016-2017 provides support to energy actors through:

- Research and innovation in more energy-efficient technologies and solutions;
- Market uptake measures to remove non-technological barriers by facilitating policy implementation; building capacity; and mobilising large-scale investments in sustainable energy.

The Call focuses on five main areas: (1) consumers; (2) buildings; (3) industry, products and services; (4) heating and cooling; and (5) innovative financing.

The Agency's activities will enable to attract, select, and manage energy efficiency projects that result in tangible energy savings and thus contribute to the target set by the European Council in October 2014 of at least 27% improvement in energy efficiency by 2030. Efforts to communicate the projects' results will result in the replication of best practice examples and therefore further impacts. The actions supported will not only contribute to the third dimension on moderation of demand but also to the fifth dimension of the Energy Union on research, innovation and competitiveness. By putting

energy efficiency first, they will also contribute significantly to the implementation of the Clean Energy for All Europeans package adopted on 30th November 2016: they will support inter alia the implementation of the revised Energy Efficiency and Energy Performance of Buildings Directives; they will also support the new Eco-design working plan as well as the new Smart Finance for Smart Buildings initiative. EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective:		Parent DG: ENER
<i>A resilient Energy Union with a forward looking climate policy</i>		
Specific objectives:		Related to spending programme Horizon 2020
<ul style="list-style-type: none"> <i>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</i> <i>To contribute to the research, innovation and competitiveness dimensions of the Energy Union, and climate-change policy</i> 		
Main outputs in 2017:		
Output	Indicator	Target
Calls for proposals	Number of calls published	1
Evaluation sessions	Time to inform applicants	100% of applicants informed within 5 months (153 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	40-45
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline
Contracts	Number of contracts signed	1 (ManagEnergy initiative)
Payments	Time to pay	100% of payments within legal deadlines
Monitoring of projects	Number of interim reports received	50
	Number of final reports received	5
	Number of H2020 project meetings attended	40
Events:		
• EUSEW 2017	Satisfaction rate participants	85%
• Infodays	Number of Info Days	At least one in Brussels and 5 events abroad (or webinars)
• Build Up Skills exchange meeting	Number of meetings	One EU exchange meeting
• Sustainable Energy Investment Forum	Number of roundtables and other stakeholders events	At least 5 events across Europe

• Other events (e.g. contractors' meetings)	Number of events	At least 3
Publications	Number of articles and publications on projects	At least 3
Concerted Actions	Number of new Concerted Actions signed	1 (CA EED II)
	Number of Concerted Actions meetings attended	All plenary meetings
Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Common Exploitation Booster, Common Dissemination Booster, SSER, Innovation Radar, Seal of Excellence, ...)	<i>N.A. (first time measured)</i>
Feedback to Parent DGs	Number of Programme Committee meetings attended	All meetings attended
	Number of EASME-ENER liaison meetings	At least 8
	Number of policy feedback examples	At least 20

Planning calls for proposals 2017:					
Call title	Call identifier	Opening date	Closing date	Topics delegated to EASME	Ind. Budget (EUR million)
Energy Efficiency Call 2017-1	H2020-EE-2016-2017	26/07/2016	19/01/2017	EE01, EE04, EE07, EE12, EE17, EE20	49
Energy Efficiency Call 2017-2	H2020-EE-2016-2017	19/01/2017	07/06/2017	EE02, EE06, EE09, EE11, EE14, EE15, EE16, EE18, EE19, EE22, EE23, EE24	55
TOTAL					104

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

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2016-2017. The Agency has been entrusted with the management of the full project cycle of the Societal Challenge 5 "Climate action, environment, resource efficiency and raw materials" according to annex I of the Delegation Act.

The Agency's activities will enable to attract and select proposals, and manage funded actions in order to achieve a resource – and water – efficient and climate change resilient economy and society, the protection and sustainable management of natural resources and ecosystems, and a sustainable supply and use of raw materials, in order to meet the needs of a growing global population within the limits of the planet's natural resources and eco-systems.

In addition, the Agency will provide the relevant Directorates General with timely and useful input and support for its policy making to underpin sustainable and inclusive economic growth in Europe.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective: <i>A resilient Energy Union with a forward-looking climate-change policy</i>		Parent DG: RTD & GROW
Specific objective: <i>To contribute to the research, innovation and competitiveness dimension of the Energy Union and climate-change policy</i>		Related to spending programme Horizon 2020
Main outputs in 2017:		
Output	Indicator	Target
Calls for proposals	Number of calls published	8
Evaluation sessions	Time to inform applicants	100% of applicants informed within 5 months (153 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	48-52
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline
Payments	Time to pay	100% of payments within legal deadlines
Monitoring of projects	Number of interim reports received	85-88
	Number of final reports received	8
	Number of projects monitored	155
Events:		
• Infoday(s)	Number of Info days	1
	Number of participants	> 350
	Satisfaction rate participants	At least 90% satisfied or in part satisfied participants
• Major events and meetings organised by EASME/B2	Number of major events organized	At least 5 (Earth observation GEO project workshop, joint meetings, workshops, conferences)
Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Common Exploitation Booster, Common Dissemination Booster, SSER, Innovation Radar, Seal of Excellence, ...)	<i>N.A. (first time measured)</i>
Feedback to Parent DGs	Number of Programme Committee meetings attended	All meetings
	RTD.I management meetings attended	All meetings

Planning calls for proposals 2017¹⁵:					
Call title	Call identifier	Publication date*	Closing date	Topics delegated to EASME	Ind. Budget (EUR million)
Sustainable food security	H2020-SFS-2017-one-stage	14/10/2015	14/02/2017	SFS-43-2017	10
Greening the economy	H2020-SC5-2017-one-stage	14/10/2015	07/03/2017	SC5-01b-2017 SC5-02-2017 SC5-04-2017 SC5-06c-2017 SC5-13c-2017 SC5-15b-2017 SC5-15c-2017 SC5-15d-2017 SC5-15e-2017 SC5-15f-2017 SC5-16c-2017 SC5-18-2017 SC5-19-2017 SC5-22-2017 SC5-26-2017 SC5-31-2017	91
Greening the economy	H2020-SC5-2017-one-stageA	14/10/2015	24/01/2017	SC5-23-2017	0.6
Greening the economy	H2020-SC5-2017-TwoStage	14/10/2015	07/03/2017 05/09/2017	SC5-08-2017 SC5-14b-2017 SC5-14c-2017 SC5-21b-2017	99
Industry 2020 in the Circular Economy	H2020-CIRC-2017-TwoStage	14/10/2015	07/03/2017 05/09/2017	CIRC-01b-2017 CIRC-02b-2017	74
Smart and Sustainable Cities	H2020-SCC-2017-TwoStage	14/10/2015	07/03/2017 05/09/2017	SCC-02b-2017	44
Blue Growth – Demonstrating an ocean of opportunities	H2020-BG-2017-one-stage	14/10/2015	14/02/2017	BG-11-2017	10
Other actions IPCC secretariat	H2020-IBA-SC5-IPCC-2017	-	Third Quarter 2017	H2020-IBA-SC5-IPCC-2017	1.10
TOTAL					329.7

¹⁵ In addition, the Agency will coordinate the logistics of the evaluations of:

- Greening the economy topics SC5-07-2017, SC5-30-2017, SC5-32-2017, SC5-33-2017 with the closing date 07/03/2017;
- Other actions – European contribution to the GEOSS Web Portal enhancement (Global Earth Observation System of Systems) with the indicative timetable of 1st Quarter 2017.

3.2.4. SME-instrument

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2016-2017. The Agency has been entrusted with the management of the full project cycle of the SME-Instrument according to annex I of the Delegation Act.

The SME-instrument is a dedicated tool for financing innovation in small and medium-sized enterprises (SMEs). 99% of all businesses in Europe are small and medium-sized enterprises (SMEs). While most top innovations emanate from SMEs, investment for early stage, high-risk companies is not easily available in Europe making it difficult for high potential SMEs to bring their brilliant ideas on the market and to scale up. As the risk capital market fails to support them in this critical moment, small businesses are stuck in the so-called "valley of death". The SME Instrument wants to address this market failure and support SMEs in bringing their innovations to the market.

Analysis of the first years of operation of the SME Instrument shows on several occasions that the funding not only helps companies momentarily to progress on their path to the market but has a sustainable supporting effect, as it helps them generate growth and employment and to attract private follow-on funding. It simultaneously increases the value proposition of the company and decreases the risk for investors to support the company further on its journey into the market. Likewise, the coaching services proposed under the SME Instrument have long-lasting and structural supporting effects on the companies.

As a growing number of both Phase 1 and Phase 2 projects are coming to an end in 2017, phase 3 of the SME Instrument will grow in importance; notably for SME beneficiaries seeking support for commercialisation and funding to go to market. Phase 3 provides support activities to beneficiary SMEs, such as matchmaking, mentoring, training and third party funding. These actions are of great relevance for the monitoring and planning of parent DGs, for they provide evidence on whether the right innovative projects have been funded, notably in terms of market response and impact. Such information is extremely valuable for parent DGs for monitoring and planning innovation policy in preparation of the future years. A close cooperation with parent DGs in the implementation of phase 3 activities will be sought, with a view to reap and steer results towards H2020 and thematic policy goals.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective: <i>A new boost for jobs, growth and investment</i>		Parent DGs: RTD, GROW, ENER, CONNECT
Specific objective: <i>To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies</i>		Related to spending programme Horizon 2020
Main outputs in 2017:		
Output	Indicator	Target
Calls for proposals	Number of calls published	8
Evaluation sessions	Time to inform applicants	<ul style="list-style-type: none"> Phase 1: 100% of applicants informed within 2 months (61 days) after the cut-off date Phase 2: 100% of applicants informed within 4 months (122 days) after the cut-off date
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	1.150
	Time to grant	<ul style="list-style-type: none"> Phase 1: 100% of grant agreements signed within 3 months (92 days) after the cut-off date Phase 2: 100% of grant agreements signed within 6 months (183 days) after the cut-off date
Payments	Time to pay	100% of payments within legal deadlines
Management of specific contracts: <ul style="list-style-type: none"> SME Instrument-overseas trade fairs SME Instrument-phase 3 tender 	Time to pay	100% of payments within legal deadlines
Dissemination and exploitation of results / Commercialisation	Organisation of an Innovators Summit (<i>to be confirmed</i>)	650 participants
	Number of beneficiaries benefitting from phase 3 dedicated support services	<i>N.A. (first time measured)</i>
Feedback to parent DGs	Implementation report SME-instrument	Report drafted by mid-2017
Business innovation coaching	Number of unique SMEs coached	85% of signed grant agreements
	Time to grant for coaching contracts	10 days after coach assignment in CaseTracker and after experts' legal entity files validated
	Feedback from SMEs on	85% of SMEs agree that

	coaching	coaching had positive impacts on their business strategy and/or would recommend coaching to other SMEs
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Planning calls for proposals 2017:				
Call title	Call identifier	Publication date	Cut-off date	Ind. Budget (EUR million)
Horizon 2020 dedicated SME Instrument 2016-2017	H2020-SMEInst-2016-2017	Phase 1: 10/11/2016 Phase 2 14/10/2016	Phase 1: 15/02/2017 03/05/2017 06/09/2017 08/11/2017 Phase 2: 18/01/2017 06/04/2017 01/06/2017 18/10/2017	437.5

3.2.5. Fast Track to Innovation Pilot-scheme

The objectives of this part of Horizon 2020 are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017. The Agency has been entrusted with the management of the full project cycle of the Fast Track to Innovation Pilot according to annex I of the Delegation Act.

The Fast Track to Innovation (FTI) pilot is the only fully-bottom-up measure in Horizon 2020 promoting close-to-the-market innovation activities that is open to all types of participants. FTI aims to reduce the time from idea to market and to increase the participation in Horizon 2020 of industry, SMEs and first-time industry applicants. The 25 October 2016 cut-off date was the last of the pilot FTI scheme. Discussions are underway on the FTI scheme's future as part of a wider debate on the 2018-2020 Work Programme for Horizon 2020. A decision on FTI will be taken in the course of 2017, taking into account an assessment of the results of the FTI pilot in 2015, an evaluation of the scheme overall and the interim evaluation of Horizon 2020.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective: <i>A new boost for jobs, growth and investment</i>		Parent DG: RTD, GROW, ENER, CONNECT
Specific objective: <i>To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies</i>		Related to spending programme Horizon 2020
Main outputs in 2017:		
Output	Indicator	Target
Payments	Time to pay	100% of payments within legal deadlines
Feedback to parent DGs	Provision of data and information on the implementation of the FTI-pilot	Throughout the year

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

The LIFE Programme¹⁶ is the EU's funding instrument (a continuation of LIFE+) to support the protection of the environment and climate action. For 2017, EUR 460 million has been allocated to the Programme¹⁷, with about EUR 300 million operational expenditure externalised to EASME.

The objectives are stipulated in the LIFE Programme and in the multi-annual Work Programme 2014-2017. The Agency has been entrusted with the management of the full project cycle of the LIFE programme according to annex III of the Delegation Act. In 2017, the Agency will be responsible for the calls for action grants under the Environment sub-programme¹⁸ 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.

Preliminary evidence¹⁹ for the first two years of operation of the LIFE Programme suggests that 70% of the milestones indicated as targets in the MAWP 2014-2017 have already been achieved. Currently running LIFE projects are expected, among other things, to reduce emissions for 206 million European citizens, improve the conservation status of Natura 2000 sites spread over 17 million ha, to reduce energy consumption by 500.000 MWh/year and to target 35 million hectares under climate change adaptation projects.

Currently the agency is responsible for managing:

- Calls for proposals for Action Grants in the fields of climate change adaptation and mitigation, environment and nature,
- Calls for proposals for integrated projects on climate adaptation and mitigation,
- Calls for proposals for capacity building projects,
- NGO operating grants,

EASME's contribution to the achievement of the parent DGs' objectives is summarised in the following table:

¹⁶ 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.

¹⁷ Commission Implementing Decision C(2016)7773 of 2/12/16 as amended by C(2017)1634 of 16/3/2017.

¹⁸ Except for integrated projects and technical assistance projects which will be managed by DG ENV until the end of 2017.

¹⁹ Project performance indicators provided by LIFE beneficiaries.

Relevant general objective:

A resilient Energy Union with a forward-looking climate-change policy

Parent DGs: ENV, CLIMA**Specific objective:**

- *Ensuring further development and ensuring a well-functioning EU carbon market, via the EU ETS, towards further reduction of GHG emissions by energy power and heat generation installations, by energy-intensive industries and by domestic aviation;*
- *A fair and operational framework for MS towards a further reduction of GHG emissions in the non-ETS sectors in the EU;*
- *Further decarbonisation of the transport sector in the EU through development and implementation of harmonised policies;*
- *Increased resilience of EU society against the effects of climate change via effective support to MS respecting the subsidiarity principle (adaptation);*
- *Optimisation and sound and efficient management of financial incentives to support the innovation-based shift towards a low carbon and climate-resilient EU economy;*
- *The EU economy is resource-efficient, green and competitive;*
- *The Union's natural capital is protected, conserved and enhanced;*
- *The Union's citizens are safeguarded from environment-related pressures and risks to health and well-being;*
- *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;*
- *The Union's cities are more sustainable;*
- *The Union is more effective in addressing international environmental challenges*

Related to spending programme LIFE

Main outputs in 2017:		
Output	Indicator	Target
Calls for proposals	Number of calls published	4
Evaluation sessions	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	± 200
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Payments	Time to pay	100% of payments within legal deadlines
Monitoring LIFE Projects	Number of projects monitored	Around 380
Policy feedback/ Sustainability and potential for replication	Number of Meetings and projects	8 Kick-off meetings and feedback provided on around 200 projects
Specific support for Market Uptake	Methodology to support projects for market uptake and access to financial investment	Methodology developed and implementation started
Events:		
<ul style="list-style-type: none"> 1 EU Info day(s) + ~24 National Info-Days (5 national Info-Days with B3 participation) 	Satisfaction rate participants	At Least 80% satisfactory feedback.
<ul style="list-style-type: none"> NCP Training 	Number	1

Planning calls for proposals 2017:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
Action grants for traditional projects	LIFE-TP-EASME-2017	28 April 2017	7 September 2017	262,7
CLIMA integrated projects	LIFE -IP-EASME-2017	28 April 2017	13 September 2017	30
NGO Framework Partnership Agreement operating grants	LIFE-NGO-FPA-EASME-2017	April 2017	June 2017	9
CLIMA technical assistance projects	LIFE-TA-EASME	May 2017	September 2017	0,3
TOTAL				302

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 2017, EUR 75,61 million has been allocated to the Fund²⁰ 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 and expenditure related to the assessment and development of new control technologies, as well as of processes for the exchange of data (Article 87 of the EMFF regulation).

The objectives are stipulated in the EMFF regulation and in the 2017 Work Programme. The Agency has been entrusted with the management of the full project cycle according to annex V of the Delegation Act.

EASME will contribute to delivering on the parent DG's objectives with the following activities:

- *A sustainable blue economy, generating growth, jobs and prosperity by 2020:*
 - Develop **skills** and qualifications for the blue economy, support interdisciplinary **R&D** and innovation, bring research results and innovation faster to the **market**: support projects funded under the Blue Careers, Blue Labs and Blue Tech calls for proposals; launch a new call for demonstration projects in emerging blue economy sectors; support ongoing and select new projects supporting IMP in the Mediterranean and Black Sea; support the set-up of a new marine bio-economy forum
 - Support **maritime and coastal tourism**: provision of grants for Thematic cultural underwater heritage routes (2015 EMFF WP) and Nautical Routes (2016 EMFF WP);
 - Spur the development of blue economy activities by supporting:
 - cross-border MS cooperation on **maritime spatial planning** and support good practice collection and exchange via a dedicated assistance mechanism;
 - the collection of **marine knowledge and data** and making it available for free for multiple use: support the EMODnet secretariat, the 7 thematic portals and sea basin checkpoints;
 - the implementation of the **EUMSS Strategy and Action Plan** with grant support for structured cooperation between the European Coast Guards and for developing inter-operability of national IT systems as part of the EUCISE initiative;

²⁰ Commission Implementing Decision C(2016) 8422 final of 15/12/2016 concerning the adoption of the work programme for 2017 and the financing for the implementation of the European Maritime and Fisheries Fund.

- **sea basin strategies:** support the Union for the Mediterranean, the Atlantic Action Plan assistance mechanism, the Western-Mediterranean initiative, set up a Facility for Blue Growth in the Black sea
 - Support **International Ocean Governance** with studies
 - Contribute to a resilient energy union with a forward looking climate change policy by supporting the **environmental monitoring** of tidal arrays, and **ocean observation** as part of Euro-ARGO,
- *Sustainable and competitive fisheries and aquaculture by 2020*
 - Implement studies increasing the **scientific evidence base** for ecosystem based fisheries management in all EU sea basins and in areas beyond EU waters
 - Invest in the analysis of fisheries **monitoring** tools and the development of more effective and cost-efficient control technologies and reporting systems

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objectives:		Parent DG: MARE
<ul style="list-style-type: none"> • <i>A new boost for jobs, growth and investment</i> • <i>A resilient Energy Union with a forward-looking climate-change policy</i> • <i>Towards a new policy on migration</i> 		
Specific objectives:		Related to spending programme EMFF
<ul style="list-style-type: none"> • <i>Sustainable and competitive fisheries and aquaculture by 2020</i> • <i>A sustainable blue economy, generating growth, jobs and prosperity by 2020</i> 		
Main outputs in 2017:		
Output	Indicator	Target
Calls for proposals	Number of calls published	5 ²¹
Calls for tender	Number of calls published	20 ²²
Evaluation sessions	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	29
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	38
Payments	Time to pay	100% of payments within legal deadlines
Monitoring of projects and service contracts	Number of inception, interim and final reports assessed ²³	45
	Number of monitoring visits to ongoing projects/contracts	20
Events		
<ul style="list-style-type: none"> • Project kick-off and networking meetings 	Satisfaction rate participants	80%
Feedback to parent DG(s)	Number of Programme Committee meetings attended/contributed to	All meetings attended
	Number of MS Expert Group meetings attended/contributed to	All IMP and MSP MSEG meetings in Brussels

²¹ Including 1 ad hoc grant.

²² Including 5 tenders from the 2016 EMFF Work Programme (2nd amendment adopted on 24/10/2016) and service requests under the 2016 and 2017 EMFF Work Programme.

²³ For contracts (which relate to ¾ of the reports), each reporting stage involves the organisation of meetings with contractors, and in some cases, additional Steering Group meetings involving a wide range of services.

Planning calls for proposals 2017:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
Environmental monitoring of tidal arrays	EASME/EMFF/2017/1.2.1.1	Q1 2017	Q2 2017	1,5
Demonstration projects in emerging blue economy sectors	EASME/EMFF/2017/1.2.1.2	Q2 2017	Q4 2017	4,5
Implementing maritime CISE ²⁴	EASME/EMFF/2017/1.2.1.3	Q1 2017	Q2 2017	1,06
Projects on Integrated Maritime Policy in the Mediterranean Sea	EASME/EMFF/2017/1.2.1.6	Q3 2017	Q1 2018	1,5
Chartering/purchase of patrol vessels, aircraft and helicopters for control	EASME/EMFF/2017/1.2.2.1	Q4 2017	Q1 2018	2,5
TOTAL				11,06

Planning calls for tender 2017²⁵:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
Inter-institutional framework contract for maritime security and surveillance expertise	EASME/EMFF/2016/1.3.1.11	Q1 2017	Q2 2017	N/A
Spatially structured decision support tool for mixed fisheries	EASME/EMFF/2016/1.3.2.6	Q1 2017	Q2 2017	0,3
Monitoring small-scale fisheries	EASME/EMFF/2016/1.3.3.5	Q1 2017	Q2 2017	0,4
Study on engine power verification by MS	EASME/EMFF/2016/1.3.3.6	Q1 2017	Q2 2017	0,3
Areas of particular environmental interest in the Atlantic	EASME/EMFF/2017/1.3.1.1	Q1 2017	Q2 2017	1,5
EMODnet thematic groups	EASME/EMFF/2017/1.3.1.2	Q4 2017	Q1 2018	8,3
Marine bio-	EASME/EMFF/2017	Q2 2017	Q3 2017	1,2

²⁴ This will be a combined call for the same action under the 2016 and 2017 EMFF WP; the total budget will thus be 2,49 M€.

²⁵Excluding the service requests for specific contracts under FWC included in the Main Output table above.

economy forum	7/1.3.1.5			
Secretariat for EMODnet and the European Ocean Observing System	EASME/EMFF/2017/1.3.1.6	Q1 2017	Q2 2017	1,2
Assistance mechanism for the Western Mediterranean	EASME/EMFF/2017/1.3.1.7	Q3 2017	Q4 2017	1,5
Facility for blue growth in the Black Sea	EASME/EMFF/2017/1.3.1.8	Q1 2017	Q2 2017	1,0
Study to support international ocean governance and the development of the blue economy	EASME/EMFF/2017/1.3.1.10	Q2 2017	Q3 2017	0,7
Economic impact of Maritime Spatial Planning	EASME/EMFF/2017/1.3.1.13	Q4 2017	Q1 2018	0,5
Herring in area Via and VIIbc: scientific assessment of the identity of the Southern and the Northern stocks through genetic analysis	EASME/EMFF/2017/1.3.2.1	Q1 2017	Q2 2017	0,2
Study on the identification of measures to protect by-catch species in mixed-fisheries management plans	EASME/EMFF/2017/1.3.2.5	Q2 2017	Q3 2017	1,0
TOTAL				18.1

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 "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 to 2013 but the last projects funded under the programme will end in 2017. The Agency is entrusted with the legacy management of these projects and is responsible for the management of the full project cycle according to annex IV of the Delegation Act.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective: <i>A resilient Energy Union with a forward-looking climate-change policy</i>		Parent DG: ENER
Specific objective: <i>Promoting the moderation of energy demand</i>		Related to spending programme CIP-IEE
Main outputs in 2017:		
Output	Indicator	Target
Payments	Time to pay	100% of payments within legal deadlines
Information portal	Number of registered users on the BUILD UP portal	Increase compared to 2016 12,000 registered users
Monitoring of projects	Number of IEE projects visited	At least 30 meetings attended
	Final reports received	65

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 and is responsible for the management of the full project cycle according to annex IV of the Delegation Act.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective: <i>A new boost for jobs, growth and investment</i>		Parent DG: ENV
Specific objective: <i>To turn the EU into a resource-efficient, green and competitive economy</i>		Related to spending programme CIP-EIP
Main outputs in 2017:		
Output	Indicator	Target
Payments	Time to pay	100% of payments within legal deadlines
Feedback of policy relevant information	Lessons learned from CIP Eco-I close-to-market projects taken up in next call and included in draft of LIFE multi-annual Work Programme	
More LIFE close-to-market projects inspired by CIP Eco-innovation projects	Number of proposals received following this new perspective	Relevant submissions up by 20% in the Environment strand.
New links between projects and investors established	Number of projects in touch with an investor during or after the project	40 Eco-innovation projects and 5 LIFE projects

PART 4. ORGANISATIONAL MANAGEMENT

4.1. Relevant objectives and indicators

4.1.1. Human Resource Management

In 2017, the Agency will be at cruising speed increasing its staff only by 10 new posts. Therefore, the main focus of HRM will be on the consolidation of the HR-processes in line with the HR Strategy 2016-2020, focusing on career development and managerial excellence. In addition, the HR-processes will be adapted to the demands of the large organisation, to a strategic HR-role and developing the Agency's HR-function towards HR business partners with the focus on HR professionalization.

The HR-sector will continue to provide a variety of HR-services to staff and management in the areas of staff allocation, recruitment and selection, payroll administration, learning and development, time management, flexible working conditions and performance management. Maintaining the high standards of the customers oriented delivery will remain one of the HR-priorities.

In terms of recruitment, the Agency expects the launch of the new rolling CAST organised by EPSO that will allow the Agency to renew its reserve lists with candidates in the most required profiles (e.g. energy, natural science). The adoption of the new Implementing Rule for Contract Agents will set new modalities for the employment of Contract Agents and the inter-agencies mobility.

Objective : EASME 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 (2016)	Target (2017)
44,7%	50%

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

Source of data: 2016 Commission staff survey

Baseline (2016)	Target (2017)
55%	60%

Indicator 3: Staff engagement index

Source of data: 2016 Commission staff survey

Baseline (2016)	Target (2017)
70%	70%

Indicator 4: Percentage of posts filled by the end of 2017

Source of data: EASME/C2

Baseline (2016)	Target (2017)
96%	96%

Main outputs in 2017:		
Output	Indicator	Target
Launch the "Numérisation de dossiers personnels"	100% of personnel files are numerical	End of 2017
Launch Managerial excellence programme	4 session with managers	End of 2017
Organise an EASME team development day	1 day for all agency	End of June 2017
Organise a Career week for EASME staff	1 week for trainings, coaching and workshops	End of 2017

4.1.2. Financial Management: Internal control and Risk Management

In 2016 the Commission has been revising the Internal Control Framework to match with the changes introduced in the COSO framework. The framework consists of five internal control components and 17 principles. The main changes relate to moving from compliance to a principle-based internal control system. Implementation of the new Internal Control Framework is foreseen in 2017.

DG BUDG is organising a series of workshops to share best practices in the definition of baselines/indicators for the different principles to ensure a consistent and effective assessment of the internal control system. The changes may result in development of a new set of indicators for the 2018 AWP.

In 2017, the Agency will aim to reduce the number of exception and non-compliance events by performing awareness raising activities put in place in 2015/2016; namely participation in the unit/sector meetings and by continuing to disseminate the root cause analysis of the reported cases including improvement ideas to the concerned management.

In line with the guidance developed by DG BUDG on risk management, the risks identified in relation to the implementation of the delegated programmes in 2017, will be reviewed in the second quarter of the year. At year-end, in the context of the preparation of the 2018 work programme, the Agency will conduct its yearly risk assessment exercise.

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 (2016)	Target
<ul style="list-style-type: none"> • IEE II: 3.8% • Eco-innovation: 6.0% • Enterprise Europe Network: 1.67% <p>COSME, LIFE, EMFF, H2020: N.A.²⁶</p>	<ul style="list-style-type: none"> • 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)

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

Source of data: EASME 2015 AAR

Baseline	Target
€ 13,467,199.13 (2.07%)	Below the materiality threshold of 2%

Indicator 3: Estimated future corrections

Source of data: DG BUDG data on past recoveries

²⁶ Given the state of advancement in the life-cycle of the projects, no ex-post audits took place in 2016 with regard to these programmes. The first ex-post audits will take place in 2017.

Baseline	Target
€ 81,232,159.61 (5.33%)	All corrections as proposed in the ex-post audits implemented

Main outputs in 2017:

Output	Indicator	Target
Launch of 2 pilot audits on LIFE operating grants	Completion of the audits	Q4 2017
Closure of audits on EEN legacy programme	Error rate below the materiality threshold of 2% for audit coverage 12.82%	Q4 2017

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: EASME calculations

Baseline (2016)	Target
Controls are cost effective	Controls are cost effective

Indicator 2: the ratio of administrative costs compared to the operational budget implemented

Source of data: EASME calculations

Baseline (2016)	Target
3.1%	Below 5.5%

Indicator 3: number of critical / very important accepted audit recommendations overdue by more than six months

Source of data: IAS issue track; internal follow-up

Baseline (2016)	Target
None	None

Main outputs in 2017:

Output	Indicator	Target
Assessment conclusion reached on effectiveness of the Internal Control Standards / Principles (self-assessment survey)	Effectiveness of the (prioritised) Internal Control Standards and requirements / Principles	100%
Raising awareness of staff on Internal Control Standards / revised Internal Control Framework	Percentage of staff trained on Internal Control	80% of the nominated participants
Results of the risk assessment	Degree of implementation of mitigating measures for critical risks	100%

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the Agency, based on EASME'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, OLAF guidance

Baseline	Target
December 2016	Update every 2 years, as set out in the AFS. Update in 2017 if needed (e.g. annexes on red flags)

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

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

Baseline (2016)	Target
83% of newcomers trained on anti-fraud	100% target population (newcomers) reached

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

Source of data: EASME Anti-Fraud Strategy

Baseline	Target
December 2016	Twice per year

Main outputs in 2017:

Output	Indicator	Target
Anti-fraud awareness training sessions	% of newcomers trained	100 %
Regular monitoring of Anti-fraud Strategy, fraud risks and reporting to management	Follow up report	Twice a year

4.1.3. Information management

Information management in the Agency relies to a large extent on corporate systems provided by other DGs and other Executive Agencies.

In addition, in the context of the Agency's activities, several systems are developed externally (mainly websites to support an action financed by EASME). The Agency also manages the IT systems for the Enterprise Europe Network. The development and support of this platform involves an internal team of about 10 consultants.

Finally, the Agency has developed internally a number of small information systems to complement corporate solutions: administrative support to the HR team (toolset called "HERO"), actions follow-up support for project officers (system called "EPAD") as well as communication tools (intranet), customized reports for finance and operational units, support tool for functional mailboxes follow-up, etc. To support these systems and their development, EASME maintains a local infrastructure of servers and uses hosting services from DIGIT, including the new cloud services since mid-2016.

Information management involves several horizontal services in EASME: the administration unit with the IT sector (infrastructure, development and governance), the Communication sector (intranet, public site, operational websites) and the HR-sector (collaboration and knowledge sharing, trainings) and Department C's legal, internal & ex-post control team (internal control standards and data protection).

The IT Strategy of EASME in 2017 will focus on improving existing processes, infrastructure and systems, in particular with a review of security, data protection and intellectual property aspects of IT systems managed by the Agency.

In addition to this continuous improvement, specific projects will be managed and will concern mainly three areas²⁷:

- the collaboration, knowledge sharing and office automation, in line with the Commission's strategy and the Synergies and Efficiencies initiative;
- the SME Instrument phase-III services;
- the horizontal reporting and analysis to help EASME to:
 - produce efficient and exhaustive operational and financial reports;
 - provide tools and information for a cross-programme analysis of projects ("projects mapping");
 - support the identification of potential double-funding cases.

EASME will also follow closely the preparation of the future migration of some programmes to the SEDIA IT-environment in the following years (LIFE and EMFF).

²⁷ More details can be found in GovIS.

Objective: Information and knowledge in EASME is shared and reusable. Important documents are registered, filed and retrievable

Indicator 1: Percentage of registered documents that are not filed²⁸ (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)²⁹ statistics*

Baseline 2016	Target 2017
3,32% (833 documents out of 25685)	1%

Indicator 2: Percentage of HAN files readable/accessible by all units in the EA

Source of data: *HAN statistics*

Baseline	Target 2017
98,3%	95-99%

Indicator 3: Percentage of units using collaborative tools to manage their activities

Source of data: EASME/C2

Baseline	Target 2017
<i>New indicator</i>	30%

Indicator 4: Degree of implementation of a documented strategy to harness knowledge of EA staff

Source of data: EASME/C2

Baseline	Target
0%	100%

Main outputs in 2017:

Output	Indicator	Target
E-order for Framework Contracts	Number of framework contracts covered by e-Order, after the successful migration of DESIS in 2016	At least one more framework contract covered by e-Order
Up to date filing plan reflecting the new organisational structure	Filing plan updated	31/03/2017
Guideline for IT solutions for collaboration and knowledge sharing in line with Commission recommendations	Guideline documented and communicated to staff	30/06/2017

²⁸ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

²⁹ Suite of tools designed to implement the [e-Domec policy rules](#).

4.1.4. External communication

The Agency's communication actions directly contribute to the achievement of the overall mission of EASME to deliver efficient, high-quality European programmes and initiatives that actively drive sustainability through knowledge and innovation. This is accomplished through targeted communication to increase the awareness of programmes managed by the Agency and engage with our stakeholders and beneficiaries to maximise the impact of projects. As such, we support the dissemination and communication activities of our parent DGs.³⁰

All our communication actions contribute primarily to the following two general objectives:

- A new boost for Jobs, Growth and Investment;
- A resilient Energy Union with a forward-looking climate-change policy.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator 1: Percentage of EU citizens having a positive image of the EU³¹

Source of data: Standard Eurobarometer

Baseline: November 2014

Target: 2020

Total "Positive": 39%

Neutral: 37 %

Total "Negative": 22%

Positive image
of the EU ≥ 50%

Main outputs in 2017:

Output	Indicator	Target
Promotion of funding opportunities	Website visits <i>Source of data: Web statistics</i>	700.000 (baseline: 600.000)
	Page views <i>Source of data: Web statistics</i>	1.500.000 (baseline: 1.500.000)
	Number of newsletter subscribers <i>Source of data: Social media statistics</i>	35.000 (baseline: 32.000)

³⁰ In addition, the Agency participates in the DiEPP and will contribute to the revision of the D&E strategy.

³¹ *Definition:* Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual EAs' actions may only make a small contribution.

Engaging with beneficiaries and stakeholders	Number of participants in info days	1.500 (baseline: 1.500)
	Satisfaction rate at info days <i>Source of data: Feedback form</i>	80% (baseline: 80%)
	Number of participants following webinars	1.000 (baseline: 1.000)
	Number of projects promoted	500 (baseline: 350)
	Number of followers on Twitter <i>Source of data: Twitter statistics</i>	40.000 (baseline: 33.000)
	Number of followers on LinkedIn <i>Source of data: LinkedIn statistics</i>	9.000 (baseline: 3.000)
EU Sustainable Energy Week (EUSEW)	Satisfaction rate <i>Source of data: Feedback form and on-site interviews</i>	85% (baseline: 85%)
	Number of participants	2.400 (baseline: 2.394)
	Number of Energy Days	500 (baseline: 455)
	Website visits <i>Source of data: web statistics</i>	120.000 (baseline: 112.898)
	Page views <i>Source of data: Web statistics</i>	520.000 (baseline: 436.765)
	Followers Twitters <i>Source of data: Social media statistics</i>	12.000 (baseline: 11.300)
	Fans/likes on Facebook	14.375 (baseline: 12.500)
	Potential audience reach	291.000.000 (baseline: 265.000.000)
	Media clippings	470 (baseline: 408)

Annual communication spending:

Baseline (2016)	Estimated commitments (2017)
± 1 785 000	± 1.998.000

4.1.5. Initiatives to improve economy and efficiency of financial and non-financial activities

The following two examples – initiatives the Agency plans to undertake in 2017 to improve the efficiency and economy of its operations – illustrate that the Agency is continuously trying to improve its functioning further:

- **Introduction of the 'Speedwell' IT-application**

The purpose of SPEEDWELL is to replace the paper workflow for the payments made on the administrative budget by a fully electronic workflow. This means that there will be no more physical circulation of signatories. Main advantages are: reduced use of paper, speedier approval times and better guarantees for business continuity (the IT-system sends notifications of tasks to a pool of actors with the same role).

- **Agency-wide initiative "best practices in project management"**

The purpose of this initiative is to:

- Exchange best practices in project management (grants);
- Contribute to a coherent approach to project management across the Agency;
- Improve quality and efficiency of working methods, guidelines... where necessary.

The scope is limited to project management tasks and checks carried out in the operational units on the technical report(s) of a grant project.

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	30,91	0,52	n/a	31,44
Title 2	Infrastructure and operating expenditure	6,07	0,10	n/a	6,17
Title 3	Programme support expenditure	5,37	0,05	n/a	5,42
TOTAL		42,35	0,68	n/a	43,03

Programmes	DG	TITLE 1			TITLE 2			TITLE 3			TOTAL (€ million)
		(€ million)			(€ million)			(€ million)			
		EU Budget	EFTA /EEA	Third countries contrib.	EU Budget	EFTA /EEA	Third countries contrib.	EU Budget	EFTA /EEA	Third countries contrib.	
Programme - COSME											
COSME	GROW	5,587	0,006	n/a	1,100	0,001	n/a	0,443	0,000	n/a	7,137
Subtotal		5,587	0,006	n/a	1,100	0,001	n/a	0,443	0,000	n/a	7,137

Programme - H2020											
Innovation in SME's	GROW	0,814	0,022	n/a	0,156	0,004	n/a	0,079	0,002	n/a	1,076
SME instrument	AGRI	0,180	0,005	n/a	0,038	0,001	n/a	0,019	0,000	n/a	0,244
	CNECT	0,970	0,026	n/a	0,208	0,005	n/a	0,105	0,003	n/a	1,316
	ENER	0,282	0,007	n/a	0,060	0,002	n/a	0,031	0,001	n/a	0,383
	GROW	0,208	0,005	n/a	0,044	0,001	n/a	0,022	0,001	n/a	0,282
	HOME	0,115	0,003	n/a	0,025	0,001	n/a	0,012	0,000	n/a	0,156
	MOVE	0,191	0,005	n/a	0,041	0,001	n/a	0,021	0,001	n/a	0,259
	RTD	2,989	0,079	n/a	0,640	0,017	n/a	0,323	0,009	n/a	4,056
	Sub-total	4,933	0,130	n/a	1,056	0,028	n/a	0,534	0,014	n/a	6,696
Fast track to innovation	AGRI	0,020	0,001	n/a	0,004	0,000	n/a	0,002	0,000	n/a	0,027
	CNECT	0,108	0,003	n/a	0,023	0,001	n/a	0,012	0,000	n/a	0,146
	ENER	0,031	0,001	n/a	0,007	0,000	n/a	0,003	0,000	n/a	0,043
	GROW	0,023	0,001	n/a	0,005	0,000	n/a	0,003	0,000	n/a	0,031
	HOME	0,013	0,000	n/a	0,003	0,000	n/a	0,001	0,000	n/a	0,017
	MOVE	0,021	0,001	n/a	0,005	0,000	n/a	0,002	0,000	n/a	0,029
	RTD	0,332	0,009	n/a	0,071	0,002	n/a	0,036	0,001	n/a	0,451
	Sub-total	0,548	0,014	n/a	0,117	0,003	n/a	0,059	0,002	n/a	0,744
Energy - Secure, clean and efficient	ENER	2,775	0,073	n/a	0,524	0,014	n/a	0,265	0,007	n/a	3,658

energy											
<i>Energy - CIP legacy</i>	<i>ENER</i>	1,410	0,037	<i>n/a</i>	0,266	0,007	<i>n/a</i>	0,135	0,004	<i>n/a</i>	1,859
LEIT (SILC II)	GROW	0,000	0,000	<i>n/a</i>	0,000	0,000	<i>n/a</i>	0,000	0,000	<i>n/a</i>	0,000
Eco new	RTD	1,735	0,046	<i>n/a</i>	0,314	0,008	<i>n/a</i>	0,159	0,004	<i>n/a</i>	2,266
Climate - Action	GROW	0,436	0,012	<i>n/a</i>	0,079	0,002	<i>n/a</i>	0,040	0,001	<i>n/a</i>	0,569
	RTD	1,464	0,039	<i>n/a</i>	0,265	0,007	<i>n/a</i>	0,134	0,003	<i>n/a</i>	1,912
	Sub-total	1,900	0,050	<i>n/a</i>	0,344	0,009	<i>n/a</i>	0,174	0,005	<i>n/a</i>	2,481
Climate - Raw material	GROW	0,137	0,004	<i>n/a</i>	0,025	0,001	<i>n/a</i>	0,013	0,000	<i>n/a</i>	0,179
	RTD	0,460	0,012	<i>n/a</i>	0,083	0,002	<i>n/a</i>	0,042	0,001	<i>n/a</i>	0,601
	Sub-total	0,597	0,016	<i>n/a</i>	0,108	0,003	<i>n/a</i>	0,055	0,001	<i>n/a</i>	0,779
<i>CIP Eco-I legacy</i>	<i>ENV</i>	1,026	0,027	<i>n/a</i>	0,202	0,005	<i>n/a</i>	0,102	0,003	<i>n/a</i>	1,366
Subtotal		15,738	0,416	<i>n/a</i>	3,087	0,082	<i>n/a</i>	1,561	0,041	<i>n/a</i>	20,925

Programme - LIFE											
LIFE	CLIMA	0,505	<i>n/a</i>	<i>n/a</i>	0,115	<i>n/a</i>	<i>n/a</i>	0,689	<i>n/a</i>	<i>n/a</i>	1,309
	ENV	1,259	<i>n/a</i>	<i>n/a</i>	0,287	<i>n/a</i>	<i>n/a</i>	1,720	<i>n/a</i>	<i>n/a</i>	3,265
Subtotal		1,764	<i>n/a</i>	<i>n/a</i>	0,402	<i>n/a</i>	<i>n/a</i>	2,409	<i>n/a</i>	<i>n/a</i>	4,575

Programme - EMFF											
EMFF	MARE	1,967	<i>n/a</i>	<i>n/a</i>	0,364	<i>n/a</i>	<i>n/a</i>	0,098	<i>n/a</i>	<i>n/a</i>	2,429
Subtotal		1,967	<i>n/a</i>	<i>n/a</i>	0,364	<i>n/a</i>	<i>n/a</i>	0,098	<i>n/a</i>	<i>n/a</i>	2,429

Management and administrative support											
COSME		1,325	0,001	<i>n/a</i>	0,255	0,000	<i>n/a</i>	0,103	0,000	<i>n/a</i>	1,684
H2020		3,839	0,101	<i>n/a</i>	0,717	0,019	<i>n/a</i>	0,363	0,010	<i>n/a</i>	5,048
LIFE		0,281	<i>n/a</i>	<i>n/a</i>	0,061	<i>n/a</i>	<i>n/a</i>	0,369	<i>n/a</i>	<i>n/a</i>	0,711
EMFF		0,413	<i>n/a</i>	<i>n/a</i>	0,083	<i>n/a</i>	<i>n/a</i>	0,022	<i>n/a</i>	<i>n/a</i>	0,519

Subtotal	5,858	0,103	n/a	1,116	0,019	n/a	0,856	0,010	n/a	7,963
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TOTAL										
TOTAL per Source of Financing within each Title	30,914	0,524	n/a	6,069	0,102	n/a	5,368	0,051	n/a	43,028
TOTAL per Budget Title	31,438			6,170			5,419			43,028

4.2.2. Human resources

The following figures are indicative³².

OPERATIONAL STAFF		Staff (EU Budget)				Total	Percentage
		TAs	Of which Seconded officials	CAs	SNEs		
Programme - COSME							
COSME	GROW	15,5	4,4	65,3	N/A	80,8	18,1%
	Subtotal	15,5	4,4	65,3	N/A	80,8	18,1%
Programme - H2020							
Innovation in SME's	GROW	2,3	0,6	8,1	N/A	10,4	2,3%
SME Instrument	AGRI	0,5	0,2	2,3		2,7	
	CNECT	2,5	1,0	12,3		14,7	
	ENER	0,7	0,3	3,6		4,3	
	GROW	0,5	0,2	2,6		3,2	
	HOME	0,3	0,1	1,5		1,7	
	MOVE	0,5	0,2	2,4		2,9	
	RTD	7,6	3,1	37,8		45,4	
		Sub-total	13,0	5,3	64,6	N/A	77,6
Fast track to innovation	AGRI	0,1	0,0	0,3		0,3	
	CNECT	0,3	0,1	1,4		1,7	
	ENER	0,1	0,0	0,4		0,5	
	GROW	0,1	0,0	0,3		0,4	
	HOME	0,0	0,0	0,2		0,2	
	MOVE	0,1	0,0	0,3		0,3	
	RTD	0,9	0,4	4,3		5,1	
		Sub-total	1,5	0,6	7,3	N/A	8,8
Energy – Secure, clean and efficient energy	ENER	9,0	2,2	33,8	N/A	42,8	9,6%
Energy – CIP Legacy	ENER	4,6	1,1	17,4	N/A	22,0	4,9%
LEIT (SILC II)	GROW	0,0	0,0	0,0	N/A	0,0	0,0%
Eco new	RTD	6,6	2,7	19,0	N/A	25,6	5,7%
Climate Action	GROW	1,8	0,8	5,3		7,1	
	RTD	6,1	2,5	17,8		23,9	
		Sub-total	7,2	3,0	20,8	N/A	28,0
Raw Materials	GROW	0,6	0,2	1,7		2,2	
	RTD	1,9	0,8	5,6		7,5	
		Sub-total	2,3	0,9	6,5	N/A	8,8
CIP Eco-I Legacy	ENV	1,5	0,2	5,7	N/A	7,2	1,6%
	Subtotal	47,9	16,7	183,3	N/A	231,2	51,7%
Programme – LIFE							
LIFE	CLIMA	1,7	0,1	4,5		6,3	
	ENV	4,3	0,3	11,3		15,7	
	Subtotal	5,3	0,4	13,9	N/A	19,2	4,3%
Programme – EMFF							
EMFF	MARE	7,8	3,5	18,6	N/A	26,4	5,9%
	Subtotal	7,8	3,5	18,6	N/A	26,4	5,9%
	Subtotal OPERATIONAL	76,4	25,0	281,2	N/A	357,6	80,0%

³² 'Following the agreement by the EASME Steering Committee on 17 February 2017, the Agency can reallocate on a temporary and limited basis the resources where they are most needed in function of priorities and workload. Prior consultation of the Steering Committee in concrete cases will take place and a detailed account of the actual use of resources will be provided in the mid-year report and the annual activity report.'

Management and Administrative Support	Staff (EU Budget)						Percentage
	TAs	Of which Seconded officials	CAs	SNEs	Total		
Programme - COSME							
COSME	GROW	7,6	1,8	12,6	N/A	20,2	4,5%
Subtotal		7,6	1,8	12,6	N/A	20,2	4,5%
Programme - H2020							
Innovation in SME's	GROW	1,1	0,2	1,6	N/A	2,6	0,6%
SME Instrument	AGRI	0,2	0,1	0,5		0,7	
	CNECT	1,1	0,3	2,5		3,7	
	ENER	0,3	0,1	0,7		1,1	
	GROW	0,2	0,1	0,5		0,8	
	HOME	0,1	0,0	0,3		0,4	
	MOVE	0,2	0,1	0,5		0,7	
	RTD	3,5	1,0	7,8		11,3	
	Sub-total		6,0	1,8	13,3	N/A	19,4
Fast track to innovation	AGRI	0,0	0,0	0,1		0,1	
	CNECT	0,1	0,0	0,3		0,4	
	ENER	0,0	0,0	0,1		0,1	
	GROW	0,0	0,0	0,1		0,1	
	HOME	0,0	0,0	0,0		0,0	
	MOVE	0,0	0,0	0,1		0,1	
	RTD	0,4	0,1	0,9		1,3	
	Sub-total		0,7	0,2	1,5	N/A	2,2
Energy – Secure, clean and efficient energy	ENER	4,2	0,7	6,5	N/A	10,7	2,4%
Energy – CIP Legacy	ENER	2,2	0,3	3,3	N/A	5,5	1,2%
LEIT (SILC II)	GROW	0,0	0,0	0,0	N/A	0,0	0,0%
Eco new	RTD	2,8	0,8	3,6	N/A	6,4	1,4%
Climate Action	GROW	0,8	0,2	1,0		1,8	
	RTD	2,6	0,8	3,3		6,0	
	Sub-total		3,1	0,9	3,9	N/A	7,0
Raw Materials	GROW	0,2	0,1	0,3		0,6	
	RTD	0,8	0,2	1,1		1,9	
	Sub-total		1,0	0,3	1,2	N/A	2,2
CIP Eco-I Legacy	ENV	0,7	0,1	1,1	N/A	1,8	0,4%
Subtotal		21,7	5,2	36,1	N/A	57,8	12,9%
Programme – LIFE							
LIFE	CLIMA	0,6	0,1	1,0		1,6	
	ENV	1,5	0,4	2,4		3,9	
Subtotal		1,8	0,4	3,0	N/A	4,8	1,1%
Programme – EMFF							
EMFF	MARE	2,5	0,6	4,1	N/A	6,6	1,5%
Subtotal		2,5	0,6	4,1	N/A	6,6	1,5%
Subtotal HORIZONTAL		33,6	8,0	55,8	N/A	89,4	20,0%
TOTAL STAFF		110,0	33,0 *	337,0	N/A	447,0	100,0%

Management and Administrative Support - Summary		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
COSME		7,6	1,8	12,6	N/A	20,2	4,5%
H2020		21,7	5,2	36,1	N/A	57,8	12,9%
LIFE		1,8	0,4	3,0	N/A	4,8	1,1%
EMFF		2,5	0,6	4,1	N/A	6,6	1,5%
Sub-total		33,6	8,0	55,8	N/A	89,4	20,0%

* Seconded Officials – Frozen posts in the Commission Establishment Plan

Parent DG	Number of posts frozen in 2017
DG CNECT	2
DG ENER	5
DG GROW	11
DG ENV	2
DG MARE	4
DG RTD	9
Total	33

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

EFTA	TAs	Of which Seconded officials	CAs	SNEs	Total
Operational - COSME	0,0	0,0	0,1	N/A	0,1
Operational - H2020	1,2	0,4	4,5	N/A	5,6
Sub-total OPERATIONAL	1,2	0,4	4,5	N/A	5,7
Horizontal - COSME	0,0	0,0	0,0	N/A	0,0
Horizontal - H2020	0,5	0,1	0,9	N/A	1,4
Sub-total HORIZONTAL	0,5	0,1	0,9	N/A	1,4
TOTAL	1,7	0,5	5,4	N/A	7,2

4.2.3. Delegated operational appropriations

Budget lines		COMMITMENT appropriations (€)			PAYMENT appropriations (€)		
		EU Budget	EFTA/EEA	TOTAL	EU Budget	EFTA/EEA	TOTAL
Horizon 2020 – Framework Programme for Research and Innovation							
02 04 02 01	Leadership in space	12.313.061	300.439	12.613.500	12.378.250	302.030	12.680.280
02 04 02 03	Increasing innovation in small and medium sized enterprises (SMEs) - Innovation in SME	34.195.627	834.373	35.030.000	46.810.000	1.142.164	47.952.164
02 04 03 01	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	79.878.392	1.949.033	81.827.425	54.380.000	1.326.872	55.706.872
18 05 03 01	Fostering inclusive, innovative and secure European societies	9.938.964	242.511	10.181.475	10.986.173	268.063	11.254.236
05 09 03 01	Securing sufficient supplies of safe and high quality food and other bio-based products	15.560.328	379.672	15.940.000	14.719.352	359.152	15.078.504
06 03 03 01	Achieving a resource-efficient, environmentally-friendly, safe and seamless European transport system	16.526.747	403.253	16.930.000	16.836.181	410.802	17.246.983
08 02 02 01	Leadership in nanotechnologies, advanced materials, biotechnology and advanced manufacturing and processing	41.835.660	1.020.790	42.856.450	48.138.006	1.174.567	49.312.573

08 02 03 01	Improving lifelong health and wellbeing	78.122.828	1.906.197	80.029.025	75.957.032	1.853.352	77.810.384
08 02 03 02	Improving food security, developing sustainable agriculture, marine and maritime research and the bio-economy	33.557.521	818.804	34.376.325	27.808.251	678.522	28.486.773
08 02 03 03	Making the transition to a reliable, sustainable and competitive energy system	24.426.933	596.017	25.022.950	26.195.813	639.178	26.834.991
08 02 03 04	Achieving a European transport system that is resource-efficient, environmentally friendly, safe and seamless	43.282.385	1.056.090	44.338.475	45.207.893	1.103.072	46.310.965
08 02 03 05	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	277.009.201	6.759.024	283.768.225	227.352.848	5.547.410	232.900.258
08 02 03 06	Fostering inclusive, innovative and secure European societies	8.205.852	200.223	8.406.075	9.020.656	220.104	9.240.760
09 04 02 01	Leadership in information and communications technology (ODI)	64.479.354	1.573.296	66.052.650	68.635.228	1.674.699	70.309.927
09 04 03 01	Improving lifelong health and wellbeing	12.209.513	297.912	12.507.425	11.181.560	272.830	11.454.390
09 04 03 02	Fostering inclusive, innovative and secure European societies	2.931.179	71.521	3.002.700	4.101.379	100.073	4.201.452
09 04 03 03	Fostering secure European societies	4.394.792	107.233	4.502.025	3.917.106	95.577	4.012.683

32 04 03 01	Making the transition to a reliable, sustainable and competitive energy system	126.645.902	3.090.160	129.736.062	138.379.616	3.376.462	141.756.078
Subtotal Horizon 2020		885.514.240	21.606.547	907.120.787	842.005.345	20.544.930	862.550.276
Programme for the Competitiveness of Enterprises and SMEs – (COSME)							
02 02 01	Promoting entrepreneurship and improving the competitiveness and access to markets of Union enterprises	110.209.534	110.210	110.319.744	138.147.865	138.148	138.286.013
02 02 02	Improving access to finance for small and middle-sized enterprises (SMEs) in the form of equity and debt	449.550	450	450.000	89.884	90	89.974
Subtotal COSME		110.659.084	110.660	110.769.744	138.237.749	138.238	138.375.987
Programme for the Environment and Climate Action (LIFE)							
07 02 01	Contributing to a greener and more resource efficient economy and to the development and implementation of Union environmental policy and legislation	83.000.000	-	83.000.000	39.500.000	-	39.500.000
07 02 02	Halting and reversing the biodiversity loss	101.860.400	-	101.860.400	33.000.000	-	33.000.000
07 02 03	Supporting better environmental governance and information at all levels	27.880.100	-	27.880.100	14.600.000	-	14.600.000
34 02 01	Reducing of Union greenhouse gas emissions	37.000.000	-	37.000.000	10.000.000	-	10.000.000
34 02 02	Increasing resilience of the Union to climate change	40.430.000	-	40.430.000	11.000.000	-	11.000.000

34 02 03	Better climate governance and information at all levels	7.600.000	-	7.600.000	4.000.000	-	4.000.000
Subtotal LIFE		297.770.500	-	297.770.500	112.100.000	-	112.100.000
The European Maritime and Fisheries Fund (EMFF)							
11 06 61 00	Fostering the development and implementation of the Union's Integrated Maritime Policy (IMP)	29.440.000	-	29.440.000	21.600.496	-	21.600.496
11 06 62 01	Scientific Advice and knowledge	3.900.000	-	3.900.000	1.888.924	-	1.888.924
11 06 62 02	Control and enforcement	3.300.000	-	3.300.000	1.084.800	-	1.084.800
Subtotal EMFF		36.640.000	-	36.640.000	24.574.220	-	24.574.220
Legacy							
02 02 51	Completion of former activities in the competitiveness and entrepreneurship domain	p.m.	-	p.m.	0	-	0
02 04 53	Completion of Competitiveness and Innovation Framework Programme — Innovation Part (2007-2013)	p.m.	-	p.m.	6.343.320	156.680	6.500.000
32 04 53	Completion of the 'Intelligent Energy — Europe' programme (2007 to 2013)	p.m.	-	p.m.	29.276.862	723.138	30.000.000
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.
Subtotal legacy		p.m.	-	p.m.	36.620.182	879.818	36.500.000

Total of the operational budget managed by the Executive Agency:	1.330.583.824	21.717.207	1.352.301.031	1.152.537.496	21.562.987	1.174.100.483
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