



ANNEX

Annual Work Programme 2018

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

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PART 1. MESSAGE FROM THE DIRECTOR

In 2018, the Agency will be at cruising speed. Close to 500 staff members are managing over 3000 projects with an operational budget of 1.3 billion EUR. This year we will see an increasing number of projects, launched under the current mandate, ending and producing results. This should feed into the preparation of the next generation of programmes.

As new Director of the Agency since September 2017, my intention is to focus on three priorities:

1. **Preparing the Agency for its next mandate.** With the goal of establishing a strong, coherent and visible portfolio for the Agency in the next Multiannual Financial Framework (MFF), we will continue to closely cooperate with our parent DGs in the preparations for the next programming period. The focus is increasingly shifting towards creating synergies between our programmes, demonstrating results and providing the parent DGs with policy relevant feedback on the projects' achievements.

2. **Ensuring EASME is a top-performing Agency.** Beyond reaching excellent results on its key performing indicators (see below), I want EASME to become a **client-oriented organisation** that provides high-quality services to applicants, beneficiaries and intermediaries. That is why we will look into ways to measure customer satisfaction with our services. The external evaluation of the Agency will provide an opportunity to survey our clients and take appropriate follow-up actions. Finally, we will stimulate simplification in all our processes. **Simplification should become a state of mind.**

3. **EASME as a top employer.** EASME should become a modern and attractive organisation where all colleagues can grow, develop and perform to the best of their abilities. Transparency, staff participation and bottom-up initiatives will be stimulated. Learning and development, internal communication and collaborative work shall be reinforced. More details on this priority are in section 4.1.1 and 4.1.3.

All our work is shaped by our values of professionalism, service orientation and teamwork.

EASME colleagues are passionate and talented individuals who embody these values and deliver on the management of the programmes delegated to us.

Julien Guerrier

Director

Key Performance Indicators (KPIs)

This Work Programme sets out the Agency's activities for 2018. These activities are in line with EASME's mandate and contribute to the achievement of the specific objectives of the Agency's seven parent Directorates General (DGs). They are also in line with 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.

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 2018 Annual Activity Report.

Indicator: time to grant¹			
Source of data: EASME.C1			
Baseline² (2017)		Target (2018)	
% of grants signed within deadline: <ul style="list-style-type: none"> • SME-instrument (SME-I) phase 1: 90% • SME-I 2: 89% • Fast Track to Innovation (FTI): 42%³ • Other H2020: 83% • Non-H2020: 90% 		100% of grants signed within deadline, i.e: <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) • Non-H2020: 9 months (274 days) 	
Indicator: time to pay			
Source of data: EASME.C1			
Baseline (2017)		Target (2018)	
98% of payments within legal deadlines		100% of payments within legal deadlines	
Legal deadline	Result	Legal deadline	Target
30 days	98%	30 days	100%
45 days	100%	45 days	100%
50 days	100%	50 days	100%
60 days	100%	60 days	100%
75 days	100%	75 days	100%

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

² All baselines will be updated in January, when 2017 data will be available.

³ The results of FTI pilot for 2017 come from the last cut-off from 2016. FTI pilot was launched under the ambitious premise of a 6 months TTG, two months shorter than the rules for collaborative projects in H2020. At the beginning of launching the pilot programme the Agency experienced some difficulties to reach this target.

90 days	98%		90 days	100%	
Indicator: % of budget execution (commitments and payments) with respect to budget appropriations					
Source of data: EASME.C1					
Baseline (2017)			Target (2018)		
operational budget: 100% commitments and 100% payments			operational budget: 100% (commitments and payments)		
operating budget: 98% commitments and 85% payments			operating budget: 100% (commitments and payments)		
Indicator: residual error rate in financial transactions					
Source of data: EASME.C02					
Baseline (Oct 2017)			Target (2018)		
<ul style="list-style-type: none"> • IEE II: 2.63% • Eco-innovation: 3.00% • Enterprise Europe Network: 1.64% <p>COSME, LIFE, EMFF, H2020: N.A.⁴</p>			<ul style="list-style-type: none"> • IEE II, Eco-innovation, 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.C02					
Baseline (2017)			Target (2018)		
None			None		

⁴ 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 58/2003⁵ 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 (i.e. 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)⁶ manages the following parts of 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.

⁵ 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).

⁶ 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.

As a general effort, in the context of the Clean Energy for All Europeans Package the Commission committed to bringing a pipeline of innovations to the attention of investors⁷. A first set of close-to-market innovative clean energy projects has been identified and will be brought to the attention of investors via different channels. Based on this initial exercise, a more systematic process for dissemination and exploitation of results is being developed across all Commission services responsible for EU funded projects, by the relevant DGs. This effort is being supported across agencies, including EASME, and will facilitate the market update and replication of successful solutions and therefore increase the impacts of Horizon 2020.

The sections below briefly describe the tasks the Agency will deal with and the main outputs expected for the year 2018.

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 to encourage an entrepreneurial culture and to 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 basis, the overall indicative budget for the seven-year period of COSME (2014-2020) is EUR 2.3 billion. The 2018 COSME Work Programme was adopted on 6 November 2017⁹. The 2018 budget amounts to EUR 341 million (including the financial instruments).

⁷ See COM(2016) 860 final and COM(2016) 763 final at <https://ec.europa.eu/energy/en/topics/energy-strategy-and-energy-union/clean-energy-all-europeans>, and in particular the section on 'Financial Instruments to boost private investment – Proposed actions'

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(2017) 7923 of 6/11/2017 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 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 under the first objective.

Under the three other objectives of the COSME programme as mentioned above, the Agency 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.

The COSME 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.

The 2018 work programme contributes to the implementation of the Commission's policy priorities, in particular the Single Market Strategy¹⁰, including the Communication on starts-ups and scale-ups. Closer synergies with the Enterprise Europe Network will be fostered so it continues to facilitate SMEs' access to markets both within the EU and beyond.

Public procurement and intellectual property are among the key areas for action of the Single Market Strategy. As part of the COSME work programme, the aim will be, among other things, to facilitate SMEs' access to public tenders and to improve SME's access to patent protection. Under public procurement, a new action will aim at supporting the procurement of innovation by public bodies. Under IPR, the SME helpdesks will be renewed.

A number of COSME 2018 actions are dedicated to promoting the modernisation of industry: the initiative to promote entrepreneurship and high-tech skills aims at responding to the "skills gap" identified by several stakeholders. Following the adoption of the Industrial Policy Strategy in September 2017¹¹, all relevant actions will be encouraged to adapt their focus in line with the strategy objectives. The Erasmus for Young Entrepreneurs network programme, implemented in 2016 for the first time under Framework grants agreements will continue to help new entrepreneurs to start-up their own company via the mobility scheme. The European Cluster Collaboration Platform will promote the development of more world-class clusters in Europe, with a view to fostering the competitiveness, sustainability and resource-efficiency of enterprises, notably SMEs.

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

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>

¹¹ COM(2017)479

Relevant general objective: <i>A new boost for jobs, growth and investment</i>		Parent DG: GROW
Specific objectives: <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> 		Related to spending programme COSME
Main outputs in 2018:		
Output	Indicator	Target
Calls for proposals	Number of calls published	11
Calls for tender	Number of calls published	13
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	125
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	13
Payments	Time to pay	100% of payments within legal deadlines
Events:		
<ul style="list-style-type: none"> Annual Conference EEN Events and workshops 	Satisfaction rate participants	80-85%
Satisfaction rate of COSME projects' beneficiaries on the management of grants by the Agency	Satisfaction rate	n.a (first time measurement)

Planning calls for proposals and tenders 2018:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
Enterprise Europe Network (Named	GRO/SME/18/B/011	30/05/2018	31/07/2018	54.100.000

beneficiaries)				
Enterprise Europe Network –Annual Conference (named beneficiary)	GRO/SME/18/B/013	15/02/2018	23/03/2018	150.000
Enterprise Europe Network – network animation	GRO/SME/18/B/xx	Na (using FWC)	Na (using FWC)	2.950.000
Access to the Single Market: Capacity building for SOLVIT	GRO/SME/18/B/023	31/03/2018	30/06/2018	200.000
EU Japan Centre for Industrial Cooperation (Named beneficiary)	GRO/SME/18/B/04	15/01/2018	28/02/2018	5.600.000
Supporting European SMEs with IP disputes and IP awareness	GRO/SME/18/B/05	01/10/2018	15/01/2018	1.300.000
International IP SME Helpdesks	GRO/SME/18/B/06	15/01/2018	15/04/2018	5.000.000
Co-financing of public procurement of innovation consortia	GRO/SME/18/B/07	31/03/2018	30/06/2018	4.000.000
SME Policy implementation (SME Assembly)	GRO/SME/18/C/017	30/04/2018	31/07/2018	1.100.000
Scale-Up Initiative: Transfer of Business	GRO/SME/18/C018	30/04/2018	31/07/2018	300.000
European Cluster Collaboration Platform	GRO/SME/18/C/03	30/06/2018	30/09/2018	5.500.000
European Cluster excellence Programme	GRO/SME/18/C/04	30/06/2018	30/09/2018	900.000
Light Industries Innovation and Technology project	GRO/SME/18/C/05	31/03/2018	30/06/2018	3.000.000
European Tourism Sector - Cooperation with OECD (Named beneficiary)	GRO/SME/18/C/061	30/06/2018	30/09/2018	400.000
European Tourism sector - TTT products synergies	GRO/SME/18/C/064	30/06/2018	30/09/2018	2.000.000
European Tourism sector – EDEN (Named beneficiaries)	GRO/SME/18/C/065	30/03/2018	30/06/2018	500.000
New Skills for Industry - Entrepreneurship	GRO/SME/18/C/071	30/06/2018	30/09/2018	1.000.000
New Skills for Industry - High-Tech skills –New services and jobs	GRO/SME/18/C/072	30/03/2018	30/06/2018	500.000
New Skills for Industry - High-Tech	GRO/SME/18/C/073	30/03/2018	30/06/2018	500.000

skills Future evolution of KETs skills				
Establishment of a community of practitioners for the European Catalogue on ICT standards	GRO/SME/18/C/08	30/03/2018	30/06/2018	500.000
Artificial Intelligence: opportunities for industrial transformation and societal challenges	GRO/SME/18/C/11	30/03/2018	30/06/2018	1.000.000
Erasmus for Young Entrepreneurs (named beneficiaries)	GRO/SME/18/D/01	30/06/2018	30/09/2018	10.000.000
Social Business – Guide social public procurement	GRO/SME/18/D/021	30/06/2018	30/09/2018	400.000
Social Business – Guide cross border activities	GRO/SME/18/D/022	30/06/2018	30/09/2018	400.000
EU Label for training Higher Education teachers in Entrepreneurship	GRO/SME/18/D/04	30/03/2018	30/06/2018	400.000
TOTAL:				101.700.000

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 2020.

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.

- 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".

In order to strengthen breakthrough innovations and boost the number of high-growth companies, the Horizon 2020 Work Programme 2018-2020 introduced the '**European Innovation Council (EIC) pilot**'. The pilot brings together several innovation support schemes: the SME instrument, the Fast Track to Innovation (FTI), FET Open and Horizon Prizes; the latter two not managed by EASME. These schemes have been adapted to support market-creating innovation more effectively (see heading 3.2.4).

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 2018-2020 which was adopted on 27 October 2017¹³. 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 of skills and expertise among SMEs as well as the dissemination and exploitation of project results. The Enterprise Europe Network, present in all European regions and co-financed by themselves 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 DGs' objectives is summarised in the following table:

¹³ Commission Decision C(2017)7124 of 27 October 2017.

Relevant general objective: <i>A new boost for jobs, growth and investment</i>		Parent DGs: GROW and DG RTD
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 2018:		
Output	Indicator	Target
Calls for proposals	Number of calls published	8
Calls for tender	Number of calls published	5
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	190
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline
Contracts	Number of contracts signed	5
Final reports of concluded GAs	Number of assessed reports	~190
Payments	Time to pay	100% of payments within legal deadlines

Planning calls for proposals and tenders 2018:				
Call title	Call identifier	Opening date	Closing date	Ind. Budget (EUR million)
Cluster facilitated projects for new industrial value chains	INNOSUP-01-2018	7 November 2017	12 April 2018 (1 st stage) 13 September 2018 (2 nd stage)	23.47
Supporting experimentation in innovation agencies	INNOSUP-06-2018	7 November 2017	27 March 2018 (1 st stage) 13 September 2018 (2 nd stage)	4

Peer learning of innovation agencies	INNOSUP-05-2018	7 November 2017	15 March 2017 (1 st cut-off) 18 October 2018 (2 nd cut-off)	0.5
Blockchain and distributed ledger technologies for SMEs	INNOSUP-03-2018	1 February 2018	15 May 2018	2.5
European SME innovation Associate - pilot	INNOSUP-02-2019	16 October 2018	17 January 2019	4 (2019 budget)
<i>Workplace innovation uptake by SMEs</i>	INNOSUP-04-2019	16 October 2018	17 January 2019	1.5 (2019 budget)
Cluster facilitated projects for new industrial value chains	INNOSUP-01-2019	6 November 2018	03 April 2018 (1 st stage) 12 September 2019 (2 nd stage)	22.85 (2019 budget)
Enterprise Europe Network's services provision in 2019-2021	Other Actions 1	2018, 4 th quarter, exact date tbc	2018, exact date tbc	5.12 (2018 budget only)
Supporting assessments of 'innovation management capacity' by the Enterprise Europe Network	Other Actions 2	2018, 3 rd quarter, exact date tbc	2018, exact date tbc	2.2
Core Training to European SME Innovation Associate - Pilot (INNOSUP-02)	Other Actions 3	2018, 3 rd quarter, exact date tbc	2019, exact date tbc	0.5 (2019 budget)
Hosting, maintaining, and developing the learning environment for intercultural business communication - continuation	Other Actions 6	2018, 2 nd quarter, exact date tbc	2018, exact date tbc	0.2
Support to design and running of randomized control trials under	Other Actions 7	2018, 1 st quarter	2018, exact date tbc	0.4

INNOSUP-06-2018				
IP Helpdesk	Other Actions 8	2018, 2 nd quarter, exact date tbc	2018, exact date tbc	3.0
TOTAL (2018 budget)				41.39

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 2018-2020. The Agency has been entrusted with the management of the energy efficiency part of Societal Challenge 3 on Secure, Clean and Efficient Energy, according to annex I of the Agency's Delegation Act.

The Horizon 2020 Energy Efficiency Call 2018-2020 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 (a) facilitating policy implementation; (b) building capacity; and (c) mobilising large-scale investments in sustainable energy.

The Call focuses on five main areas: (1) consumers; (2) buildings; (3) industry and services; (4) policy-driven innovations; and (5) innovative financing.

The Agency's activities will facilitate the attraction, selection, and management of 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. Energy efficiency projects support and enable policy development and implementation and therefore effective channels for policy feedback have been established in this area. Efforts to communicate projects' results should be further reinforced.

The actions supported will not only contribute to the Energy Union's third dimension on moderation of demand but also to its fifth dimension on research, innovation and competitiveness. By putting energy efficiency first, actions will also contribute significantly to the implementation of the Clean Energy for All Europeans package adopted in 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 products legislation, as well as the new Smart Finance for Smart Buildings initiative. Finally, by supporting multi-stakeholder actions coordinated at different administrative levels, the programme will help set up the multi-level Energy Union Governance framework.

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

Relevant general objective:

A resilient Energy Union with a forward looking climate

Parent DG: ENER

policy

Specific objectives:

- *Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy*
- *To contribute to the research, innovation and competitiveness dimensions of the Energy Union, and climate-change policy*

Related to spending programme Horizon 2020

Main outputs in 2018:

Output	Indicator	Target
Calls for proposals	Number of calls published	1
Calls for tender	Number of calls published	1 (Energy Efficiency Finance Market Place)
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	34
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline
Contracts	Number of contracts signed	2 (Energy Efficiency Finance Market Place and BUILD UP Portal)
Payments	Time to pay	100% of payments within legal deadlines
Monitoring of projects	Number of interim reports received	40
	Number of final reports received	50
	Number of H2020 project meetings attended	At least 70
Events:		
• EUSEW 2018	Number of events/applications reviewed	Events: >100 Awards applications: >100
	Response time	Technical inputs within deadlines
• Info days	Number of Info Days	At least 5 events abroad (or webinars)
• Sustainable Energy Investments Forum	Number of public events, roundtables, and other events	At least 7 events across Europe
• Other events (e.g. contractors' meetings)	Number of meetings, workshops, and other events	At least 3
Publications	Number of articles and	At least 3

	publications on projects	
Concerted Actions	Number of new Concerted Actions signed	1 (Energy Performance of Buildings Directive)
	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, SSERR, Innovation Radar, Seal of Excellence, ...)	10 energy efficiency projects benefitting from these services
Beneficiaries'/ applicants'/experts' feedback	Rate of satisfaction for public' meetings	> 85%
	Experts' satisfaction	> 85%
	Number of EUSEW participants satisfied	> 85%
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 2018:					
Call title	Call identifier	Opening date	Closing date	Topics delegated to EASME (LC-SC3)	Ind. Budget (EUR million)
Energy Efficiency Call 2018	H2020-LC-SC3-EE-2018-2019	25 th January 2018	4 th Sept. 2018	EC1, EC2 EE1, EE2, EE5, EE6, EE8, EE9, EE10, EE11, EE13, EE14, EE15, EE16,	90

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 2018-2020. 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. Among others, as of 1 January 2018 the Agency agrees to take over from DG CONNECT the leadership of the ICT4Water cluster composed currently of 30 research projects (14 active including funded under FP7 and H2020) in the domain of ICT and Water management. By hosting the continuation of the cluster activities the Agency will continue the good collaboration with DG CONNECT through the dissemination and exploitation of projects outputs, policy feedback and promoting the implementation of the ICT4Water Action Plan.

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 and 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 2018:		
Output	Indicator	Target
Calls for proposals	Number of calls published	3 + 6 ad-hoc call that will be launched during 2018 corresponding to identified beneficiary actions
Calls for tender	Number of calls published	n/a
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	~30
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline ¹⁴
	Number of ongoing projects	196 ¹⁵
Contracts	Number of contracts signed	n.a
Payments	Time to pay	100% of payments within legal deadlines
	Number of final payments	22 ¹⁶

¹⁴ Due to the joint call with India and the topic with China, it may be that some deviations to TTG will occur with regards to these topics

¹⁵ On-going or signed on 31-12-2017.

¹⁶ The estimate is based on the assumption that, for all on-going projects ending their duration before 1-6-2018, the payment of the balance will be paid in the year 2018.

Monitoring of projects	Number of interim reports received	~80
	Number of final reports received	~35
Events:		
• Info day(s)	Satisfaction rate participants	In the post Info-day survey, 80-85% of respondents rated the event as at least 7 on a scale from 1 to 10.
Other public events	Number of events	At least 7
Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Common Exploitation Booster, Common Dissemination Booster, SSERR, Innovation Radar, Seal of Excellence, ...)	20-25 projects benefitting from these services
Feedback to Parent DGs	Number of policy feedback (e.g. reports, documents, meetings, which result in policy feedback (such as clustering projects).	~40
	Support to P4Ps (e.g. reports, documents, replies to requests)	~6

Planning calls for proposals 2018:

Call title	Call identifier	Publication date	Closing date	Topics delegated to EASME	Ind. Budget For 2018 ¹⁷ (EUR million)
Greening the economy in line with the Sustainable Development Goals (SDGs) (H2020-SC5-2018-2019-2020)	H2020-SC5-2018-1	27 October 2017	27 February 2018	CE-SC5-05-2018 CE-SC5-08-2018 SC5-12-2018	22
	Ad hoc calls	27 October 2017	Ad hoc	OA-13, OA-14, OA-15	6,1
Greening the economy in line with the Sustainable Development	H2020-SC5-2018-2	27 October 2017	27 February 2018 (First Stage)	CE-SC5-01-2018 CE-SC5-02-2018 CE-SC5-03-	190

¹⁷ This number includes the budget for the projects for which EASME organises the evaluation while the implementation of the projects has not been delegated and will stay with the parent DG.

Goals (SDGs) (H2020-SC5-2018-2019-2020)			04 September 2018 (Second Stage)	2018 CE-SC5-06-2018 CE-SC5-07-2018 SC5-09-2018 SC5-11-2018 SC5-13-2018 SC5-15-2018 SC5-17-2018	
Building a low-carbon, climate resilient future: climate action in support of the Paris Agreement (H2020-LC-CLA-2018-2019-2020)	H2020-LC-CLA-2018-2	27 October 2017	27 February 2018 (First Stage) 04 September 2018 (Second Stage)	LC-CLA-01-2018 LC-CLA-03-2018 LC-CLA-04-2018 LC-CLA-08-2018	123
Total					341.1

3.2.4. European Innovation Council Pilot-scheme

The European Innovation Council (EIC) pilot supports innovators developing breakthrough innovations with the potential to create new markets and boost jobs, growth and prosperity in Europe. As from 2018, the Agency will manage under the umbrella of the EIC-pilot, a redesigned SME-instrument and Fast Track to Innovation scheme.

SME-instrument

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2018-2020. 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 that supports high-risk, high-potential small and medium-sized enterprises to develop and bring to market new products, services and business models that could drive economic growth. 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. 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.

The European Innovation Council (EIC) pilot has led to a substantial redesign of the instrument intended to improve both its accessibility and the excellence of the selection process. The most significant changes include (1) the removal of pre-defined topics as foreseen in the previous work programmes, (2) the overhaul of the submission forms with the adoption of business-oriented content and (3) face-to-face interviews as a second step of Phase-2 evaluation.

Significant efforts will be dedicated to the success of the new calls under the EIC together with the management of grants agreements from previous Work Programmes.

The acceleration services will continue to expand in 2018, notably through matchmaking, mentoring, training and third party funding. These actions are of great relevance for the monitoring and planning of parent DGs as they provide evidence on whether the right innovative projects have been funded, notably in terms of market response and impact.

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 2018:		
Output	Indicator	Target
Calls for proposals	Number of calls published	8
Calls for tender	Number of calls published	1 EIC Evaluators' community 2 EIC Community Platform
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	1230 (960 Ph1 +270 Ph2)
	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 and FTI: 100% of grant agreements signed within 6 months (183 days) after the cut-off date
Contracts	Number of contracts signed	1

Payments	Time to pay	100% of payments within legal deadlines
Events:		
<ul style="list-style-type: none"> Innovator Summit EIC event Welcome Days coordinators Phase 2 (February/April) 	Satisfaction rate participants	80-90%
Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Common Exploitation Booster, Common Dissemination Booster, SSERR, Innovation Radar, Seal of Excellence, ...)	100% of SMEI selected projects
	Number of beneficiaries benefitting from phase 3 dedicated support services	1230 beneficiaries (100% of proposals selected for funding)
Beneficiaries'/ applicants' feedback	Satisfaction rate	Beneficiaries: 95-100%

Planning calls for proposals 2018:				
Call title	Call identifier	Publication date	Cut-off date	Ind. Budget (EUR million)
Horizon 2020 dedicated SME Instrument 2018-2020		07/11/2017	Phase 1: 08/02/2018 03/05/2018 05/09/2018 07/11/2018 Phase 2: 10/01/2018 14/03/2018 23/05/2018 10/10/2018	465,347

Fast Track to Innovation

The objectives of this part of Horizon 2020 are stipulated in the H2020 Specific Programme and in the Work Programme 2018-2020. The Agency has been entrusted with the management of the full project cycle of the Fast Track to Innovation according to annex I of the Delegation Act.

The Fast Track to Innovation (FTI) is the fully-bottom-up measure in Horizon 2020 promoting close-to-the-markets breakthrough innovation. The scheme aims to foster companies' scale-up, reducing the time from idea to market. It is open to all types of participants. As one of the four components of the EIC pilot, FTI foresees business coaching and business acceleration services for SMEs included to selected consortia.

Relevant general objective: <i>A new boost for jobs, growth and investment</i>	Parent DG: RTD, GROW, ENER, CONNECT
Specific objective:	Related to spending

To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies programme Horizon 2020

Main outputs in 2018:

Output	Indicator	Target
Calls for proposals	Number of calls published	3
Evaluation sessions	Time to inform applicants	100% of applicants informed within 3 months (92 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	30
	Time to grant	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
Events		
• FTI Welcome day	Satisfaction rate participants	80-90%
• Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Innovation Radar)	100% of selected projects

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

Planning calls for proposals 2018:

Call title	Call identifier	Publication date	Cut-off date	Ind. Budget (EUR million)
Horizon 2020/ FTI	H2020-EIC-FTI-2018-2020	07/11/2017	21/02/2018 31/05/2018 23/10/2018	100

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

The LIFE Programme¹⁸ is the EU's funding instrument (a continuation of LIFE+) to support the protection of the environment and climate action. For 2018, 522.8 million EUR are allocated to the Programme with around 332.3 million EUR operational expenditure under the environment strand and 84.6 million EUR for the CLIMA strand (including procurement) externalised to EASME¹⁹.

¹⁸ 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.

¹⁹ The financing decision for Climate Action is still to be finalised.

The objectives are stipulated in the LIFE Programme and in the multi-annual Work Programme 2018-2020. The Agency is responsible for the management of the full project cycle of the LIFE programme according to annex III of the Delegation Act.

In 2018, the Agency will be delegated the management of the Integrated Projects under Sub-Programme Environment as well as the projects financed by LIFE to support the European Solidarity Corps initiative.

The Agency will be responsible for all calls for proposals for action grants under the Environment sub-programme and the Climate Action sub-programme, except the calls for preparatory projects. The Agency will also manage the call for operating grants to framework partner NGOs in the framework of the partnership agreements awarded in 2018. To pursue simplification the Agency has decided to implement a 2 stages approach for the calls for proposals for traditional projects in the framework of the Environment sub-programme.

The draft Work Programme 2018-2020 takes into account the experience gained in the period 2014 to 2017 and, in particular, the recommendations made in the mid-term evaluation²⁰, which are mainly related to the simplification of the application and reporting processes, the replication of project results; the improvement of the communication strategy.

Through the smooth selection, management and monitoring of grants (including an intensified support to Close-to-Market activities), the Agency will support the Union's achievement of climate and environmental goals in a wide range of priorities such as nature and biodiversity, waste, water, air pollution, climate mitigation and adaptation etc. next to fostering economic growth.

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

<p>Relevant general objectives: <i>To contribute to the shift towards a resource-efficient, low-carbon and climate- resilient economy, to the protection and improvement of the quality of the environment and to halting and reversing biodiversity loss, including the support of the Natura 2000 network and tackling the degradation of ecosystems;</i></p>	<p>Parent DGs: ENV, CLIMA</p>
<p>Specific objectives:</p> <ul style="list-style-type: none"> • <i>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;</i> • <i>A fair and operational framework for MS towards a further reduction of GHG emissions in the non-ETS sectors in the EU;</i> • <i>Further decarbonisation of the transport sector in the EU through development and implementation of harmonised policies;</i> • <i>Increased resilience of EU society against the effects of climate change via effective support to MS respecting the subsidiarity principle (adaptation);</i> 	<p>Related to spending programme LIFE</p>

²⁰ Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions accompanying the mid-term evaluation of the LIFE Programme", COM(2017) 642

- *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*

Main outputs in 2018:

Output	Indicator	Target
Calls for proposals	Number of calls published	6
Calls for tender	Number of calls published	1 monitoring Framework contract 1 evaluation framework contract
Evaluation	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	~180 action grants ~35 SGA operating grants
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed: 2 framework contracts: 1 Monitoring 1 Evaluation	- 2 specific contracts monitoring - 2 specific contracts evaluation
Payments	Time to pay	100% of payments within legal deadlines
Monitoring of LIFE Projects	Number of projects monitored	± 600
• Events		
1 EU Info day + ~24 National Info-days (14 National info-days with B3	Satisfaction rate participants	At least 80% satisfactory feedback

participations		
Dissemination of project results	Updates of LIFE website Social Media activation	LIFE website is updated on monthly basis (on average 8 news items)
NCP Training	Number of trainings	1
Kick-off Meeting: Call 2017 projects	Number of meetings	4 (Climate actions, nature & biodiversity, Environment resource efficiency, Environment governance and information)
Thematic Platforms	Number of platforms	5 Thematic 3 Regional

Planning calls for proposals 2018:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million, rounded)
Action grants for traditional projects environment	LIFE-TP-EASME-2018-Twostage	April 2018	June 2018 Sep. 2018	217
Action grants for traditional projects Climate action	LIFE-TP-EASME-2018-One stage	April 2018	Sep. 2018	49.7
Action grants for Integrated projects environment and clima	LIFE – IP-EASME 2018	April 2018	July 2018 Feb 2019	124
NGO annual operating grants	LIFE Operating Grants call SGA 2	June 2018	July 2018	12
CLIMA/ENV technical assistance projects	LIFE – TA-EASME	April 2018	June 2018	1.2
Capacity Building	LIFE-CAP-2018	April 2018	March 2019	3.8
Total				406.7

3.4. European Maritime and Fisheries Fund (EMFF)

The objectives of the EMFF are stipulated in the EMFF regulation and in the 2018 EMFF Work Programme. The Agency has been entrusted with the management of the full project cycle according to annex V of the Delegation Act.

The EMFF aims to achieve the objectives of the reformed CFP and of the IMP. It is based on the following 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 2018, EUR 40 million²¹ has been allocated to the Fund²² 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;

EASME will contribute to the delivery of the parent DG's objectives with the following activities:

- *Objective: A sustainable blue economy, generating growth, jobs and prosperity by 2020:*
 - Support bottom-up projects that create new development opportunities for the **blue economy**. These include **demonstration** projects, new **technology** development and market uptake, **skills** and qualifications development, collaboration and capacity building for maritime **clusters** and other maritime stakeholders:
 - support to ongoing projects for IMP in the Mediterranean and Black Sea (2015 EMFF WP), Blue Careers, Blue Labs and Blue Tech projects (2016 EMFF WP);
 - launch projects under the Sustainable Blue Economy call (2017 EMFF WP) to bring new blue economy products more rapidly to the market
 - launch a new Blue Economy call (2018 EMFF WP) supporting skills development, interdisciplinary innovation and job creation in the blue economy
 - Support the **marine environment** and protect marine resources through dedicated strands in the Sustainable Blue Economy call (2017 EMFF WP) on marine litter and restoring marine ecosystems in the Mediterranean;
 - Support **maritime and coastal tourism**: support ongoing grants for Thematic cultural underwater heritage routes (2015 EMFF WP) and Nautical Routes (2016 EMFF WP);
 - Support **International Ocean Governance** with international stakeholder fora and dialogue for the Arctic and for IOG worldwide;
 - Contribute to a resilient energy union with a forward looking climate change policy by supporting the **environmental monitoring** of tidal devices (2017 EMFF WP), and **ocean observation** as part of Euro-ARGO (2015 EMFF WP);
 - Spur the development of blue economy activities by monitoring a wide range of ongoing contracts and launching new initiatives/calls for enabling activities:
 - cross-border MS cooperation on **maritime spatial planning** and support good practice collection and exchange via a dedicated assistance mechanism;

²¹ For action 201/1.3.1.11, the budget split between MARE and EASME is not indicated in the 2018 EMFF WP. The action budget is € 600.000. As a consequence it is proposed to round down the delegated budget to 40 M€ (whereas it would be 40,52 M€ in case action 2018/1.3.1.11 would be fully delegated to EASME).

²² Commission Implementing Decision C(2017) 8146 of 8 December 2017 concerning the adoption of the work programme for 2017 and the financing for the implementation of the European Maritime and Fisheries Fund.

- the collection of **marine knowledge and data** and making it available for free for multiple use: support the EMODnet secretariat, the 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;
 - **sea basin strategies**: support the Union for the Mediterranean, the Atlantic Action Plan assistance mechanism, the Western-Mediterranean initiative, the countries bordering the Black Sea with the support of the Facility for Blue Growth in the Black sea; support structured collaboration and capacity building between the EU MS and third partner countries in the Mediterranean under the Sustainable Blue Economy call (EMFF WP 2017);
- *Objective: 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.

For the EMFF, it is important to note that, unlike for the majority of EU programmes implemented by the Agency, the programme is characterised by a large number of actions, including both grants and procurement.

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 2018:		
Output	Indicator	Target
Calls for proposals	Number of calls published	5 ²³
Calls for tender	Number of calls published	23 ²⁴
Evaluation of grant actions	Number of evaluation exercises for grant actions	10
	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-	0.5% of evaluated proposals

²³ This number includes both calls for proposals and invitations to apply for ad hoc grants.

²⁴ This number includes all procurement forms: calls for tenders, specific contracts under framework contracts

	evaluated following review requests	
Grant agreements	Number of grant agreements signed	27
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Evaluation of procurement actions	Number of evaluation exercises for procurement actions	22
Contracts	Number of contracts signed	26
Monitoring ²⁵	Number of grants	53
	Number of contracts	61
Payments	Time to pay	100% of payments within legal deadlines
Events (grants only):		
• Info day	Satisfaction rate participants	75-80%
• Kick-off meetings	Satisfaction rate participants	75-80%

Planning calls for proposals and tenders 2018²⁶:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
EMODnet - High resolution seabed mapping	2017/1.3.1.2	Q1 2018	Q2 2018	3,7
Assistance mechanism for the Western Mediterranean and the Atlantic Action Plan	2017/1.3.1.7	Q1 2018	Q2 2018	2,2
Economic impact of maritime spatial planning	2017/1.3.1.13	Q1 2018	Q2 2018	0,5
Improving cost-efficiency of fisheries surveys and assessments using next-generation genetic methods	2017/1.3.2.10	Q1 2018	Q2 2018	0,7

²⁵ Monitoring activities include the organisation of all types of project meetings (kick-off, interim, final meetings), on the spot monitoring missions, assessment of reports and deliverables etc.

²⁶ This table does not include the invitations to apply for ad hoc grants and the service requests under framework contract, which are, however, included in the targets in the previous table.

Study on integrating an ecosystem based approach into maritime spatial planning	2018/1.3.1.1	Q2 2018	Q3 2018	0,5
Maritime Spatial Planning projects	2018/1.2.1.5	Q1 2018	Q2 2018	2,47
Blue economy call	2018/1.2.1.7	Q4 2018	Q1 2019	18,44
Assistance mechanism for the implementation of MSP	2018/1.3.1.2	Q2 2018	Q3 2018	1,12
Annual Arctic Stakeholder Dialogue ²⁷	2018/1.3.1.3	Q2 2018	Q3 2018	0,35
Stakeholder forum international ocean governance ²⁸	2018/1.3.1.4	Q2 2018	Q3 2018	0,75
EMODnet Ingestion and safekeeping of marine data	2018/1.3.1.8	Q3 2018	Q4 2018	2
Assistance mechanism for investment in the blue economy	2018/1.3.1.10	Q4 2018	Q1 2019	4,7
Framework contract for scientific support to the High Seas fisheries in the Central Arctic Ocean	2018/1.3.2.1	Q1 2018	Q2 2018	N/A (establishment of framework contract)
Framework contract for scientific advice in support of the CFP in EU waters excluding the	2018/1.3.2.3	Q1 2018	Q2 2018	N/A (establishment of framework contract)

²⁷ Based on 2018 EMFF WP, this action may be implemented as call for tenders or specific contract under FWC.

²⁸ Idem.

Mediterranean and Black				
Total				37,08

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

3.5.1. Intelligent Energy Europe Programme (IEE)

The IEE Programme supports the European Union's energy policy and its ambitious "20-20-20" commitment: i.e. reducing greenhouse gas emissions by 20%, increasing the share of renewables in energy consumption to 20%, and reducing energy use by 20%, all by 2020. The programme ran from 2007-2013 but the last projects funded under the programme will be closed in 2018. 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. Effective channels for policy feedback have been established in this area and efforts to communicate projects' results should be further reinforced.

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 2018:		
Output	Indicator	Target
Payments	Time to pay	100% of payments within legal deadlines
Monitoring of projects	Number of projects decommitted	>50
Ex-post audits on projects	Reaction within 1 week to draft audit reports sent	100% on-time reaction

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. In 2018 almost all ECO-Innovation projects will be closed. Lessons learned will be picked up by the LIFE Close-to-Market projects.

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 2018:		
Output	Indicator	Target
Payments	Time to pay	100% of payments within legal deadlines
Feedback of policy relevant information	Final results of successful projects communicated to relevant policy units at DG ENV or via social media	5 last success stories communicated
Finalising ongoing projects	Final payments done for last ongoing projects	97% of all Eco-I projects closed and paid
Ex-post audits on projects	Reaction within 1 week to draft audit reports sent	100% on-time reaction

PART 4. ORGANISATIONAL MANAGEMENT

4.1. Relevant objectives and indicators

4.1.1. Human Resource Management

Our priority is to make EASME a modern and attractive organisation where all colleagues can grow, develop and perform to the best of their abilities. To this end, initiatives will be focused on the following priorities:

- **Staff participation:** each part of the organisation should be listened to and have the opportunity to take initiatives and make proposals to improve the management of the Agency. In the framework of the recently created Sounding Board, staff can volunteer to reflect, develop new ideas and suggest improvements in terms of the management and organisation of the Agency. In addition, in 2018 initiatives will be taken to make the decision making processes transparent, participative and inclusive.
- **Staff and leadership development:** individual learning and development of the Agency's staff will be stimulated by creating an "EASME Academy" and initiatives that make EASME a learning organisation. In addition, the Agency aims to increase career opportunities (e.g. career coaching, mobility, job shadowing) and strengthen the overall capacity of the organisation to adapt to changes and new requirements. Finally, the adoption of the new Implementing Rule for Contract Agents will set new modalities for the employment of Contract Agents and inter-agencies mobility.

Given the crucial role of management in achieving excellence through people, the managerial excellence programme will be further implemented.

- **Work environment:** the Agency promotes a healthy work-life balance and encourages flexible working arrangements. Within the framework of the Commission's strategy to promote diversity and inclusion, EASME will adopt a comprehensive action plan to pro-actively welcome and manage diversity and inclusion in the workplace, including in particular a "women empowerment" programme.

In support of the above priorities, the Agency's HR-sector will implement a HR business partnering model. The aim is to provide its internal (staff and management) and external customers (candidates) with excellent HR services that meet their needs. Although EASME will only grow by 20 posts in 2018, we expect to continue recruiting 50-60 staff due to turnover. The HR-sector will develop jointly with the units the best solutions for sourcing and recruiting candidates, staff allocation and replacements. Maintaining the high standards of the customers' oriented delivery will be one of the HR-priorities.

Objective : EASME effectively deploys 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 staff who feel that the Agency cares about their well-being

Source of data: Commission staff survey

Baseline (2016)	Target (2018)
68%	70%

Indicator 2: Staff engagement index

Source of data: Commission staff survey	
Baseline (2016) 70%	Target (2018) 70%
Indicator 3: Percentage of posts filled by the end of 2018	
Source of data: EASME/C2	
Baseline (2017) 97%	Target (2018) 98%
Indicator 4: Average time to recruit (excluding seconded officials²⁹)	
Source of data: EASME/C2	
Baseline: No data, first time measurement	Target (2018) 4 months ³⁰

Main outputs in 2018:		
Output	Indicator	Target
Staff participation:		
Implementation of Sounding Board recommendations	Completion status of the implementation of recommendations	70% of recommendations implemented by year-end
Staff development:		
Launch Job Shadowing Phase II – Inter – EAs and DGs	% of EASME staff participating in the exercise	5%
L&D strategy	Date of adoption	March 2018
Managerial excellence:		
Management Charter	Date of adoption	March 2018
Peer learning and inter-vision sessions	Participation rate	70%
Manager coach training	Participation rate	70%
Workshops	Participation rate	70%

²⁹ The selection process of the seconded officials is not under the control of EASME as it is carried out by the parent DGs.

³⁰ The time includes the period from when the post becomes vacant until the new recruit is in place

Work environment:		
Flexible working arrangements	Number of structural teleworkers	Increase from 67 (2017 data)
Revision of the manual for Anti-Harassment policy	Date of revision	Q2
Charter on inclusion	Date of adoption	Q2
Women empowerment action plan for EASME	Date of adoption	March 2018
Review of the recruitment strategy	Date of revision	Q2
Deploy the competency framework	Date of implementation	Q2

4.1.2. Financial Management: Internal control and Risk Management

In 2017 the Commission has continued the work on introducing the revised Internal Control Framework³¹ by formally adopting it on 19 April 2017. The implementation of the new framework will start as of 1 January 2018.

The Agency took steps to ensure the effective transition from the previous Internal Control Standards to Internal Control Principles already in 2017. The main challenge during this exceptional period was to communicate the main changes and its effects to Agency management and staff. For the purpose of raising the level of preparedness and effective transition the Agency set up an internal working group and organised a series of workshops with four objectives:

- to train and raise awareness of the revised Internal Control Framework,
- to create a community of practitioners amongst the units,
- to assess the Internal Control System and
- to select and propose a list of relevant and meaningful indicators to management.

In 2018, the Agency will continue to provide the root cause assessment and to disseminate the results of the reported exception and non-compliance cases. Monitoring of the internal control improvements is also planned. In addition, the Agency will continue giving training for the purpose of further reducing the number of exceptions and non-compliance events in 2018.

In line with the guidance developed by DG BUDG on risk management, in the second quarter of the year the Agency will review the risks identified in relation to the implementation of the delegated programmes in 2018. At year-end, in the context of the

³¹ Commission Decision C(2017) 2373 final

preparation of the 2019 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 (2017)	Target (2018)
<ul style="list-style-type: none"> • IEE II: 2.7-2,8 • Eco-innovation: 2,5-7,5% • Enterprise Europe Network: 1.6% <p>H2020: 2,2% COSME, LIFE, EMFF: N.A.</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 payment for the year for the entire budget under EASME's responsibility.

Source of data: EASME 2016 AAR

Baseline (2017)	Target
€ 20,358,164.33-20,858,484.75 (2.7%)	Below the materiality threshold of 2%

Indicator 3: Estimated future corrections

Source of data: DG BUDG data on past recoveries adjusted by EASME

Baseline	Target
1,072,115.19€	To achieve the best estimation of future correction

Main outputs in 2018:

Output	Indicator	Target
Launch of a batch audit (representative and targeted) on COSME, EEN and LIFE operating grants	Completion of the audits	Q4 2018
Launch of a batch audit (targeted) on IEE and ECO-innovation	Completion of the audits	Q4 2018
Closure of audits on IEE the legacy programme	Error rate	Below the materiality threshold of 2%.
	Closure of the audits	By Q4 2018

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/ C01

Baseline (2017)	Target
Controls are cost effective	Controls are cost effective

Indicator 2: comparing costs and benefits

Source of data: EASME/ C01

Baseline (2017)	Target
Benefit of controls balance the cost of controls	Benefit of controls balance the cost of controls (narrative description)

Main outputs in 2018:

Output	Indicator	Target
Assessment conclusion reached on effectiveness of the Internal Control Principles (self-assessment survey)	Effectiveness of the Internal Control Standards Components and related Principles	100%
Implementation of the new Internal Control Framework (ICF)	Completion status of the implementation of the revised internal control framework	100%
Raising awareness of staff on revised Internal Control Framework	Percentage of staff trained on Internal Control Framework	80% of the nominated participants

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 (information available in the EA's AFS): Updated anti-fraud strategy of EASME, elaborated on the basis of the methodology provided by OLAF³²

Source of data: EASME Anti-Fraud Strategy, OLAF Guidance

Baseline	Interim Milestone	Target
December 2017	Update every 2 years, as set out in the AFS.	2019 (or earlier in case of substantial change)

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

³²The methodology can be found on the FPDNet website: <https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/ToolBox/Documents/Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies.pdf>.

Source of data: EASME Anti-Fraud Strategy, EASME HR training data	
Baseline (2017)	Target
100% 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 2017	Twice per year

Main outputs in 2018:		
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

In 2016 the College adopted a Communication that sets out a corporate strategy on data, information and knowledge management. It recognises that data, information and knowledge are strategic assets to the Commission and should be developed and managed accordingly. The strategy is designed to complement and reinforce the working methods of the Juncker Commission and responds to a strong demand for a more corporate steer in this domain. It seeks to help break the silos, among others within the service, by promoting collaborative working and the sharing of data, information and knowledge as widely as possible within the Commission.

The Agency has developed its own strategy, where the principles set in the Commission Communication apply also at the Agency level:

1. **Data, information and knowledge should be shared** as widely as possible
2. **Collaborative working practices should be developed and supported** as a preferred working method.

In 2018 the strategy of EASME will be further developed and is based on the following objectives:

- **follow the Commission strategy** and apply the principles in the Agency;
- **use the corporate IT systems** in priority (mainly: MyIntracomm, SharePoint, Confluence, Connected);
- use **EASME Intranet as a "hub"** to gather information and only store information there if necessary and appropriate;
- Setup a **"one-stop shop for collaboration"** supported by staff.

Under the umbrella of 'data, information and knowledge management', EASME started in 2016 with the project 'share@EASME'. This year, the project will be continued with focus on:

- support to the Communication team to improve the Intranet (search, mobile access, collaboration section, development of more wiki parts, etc.);
- an increase of resources for the support of collaborative culture and tools;
- development of customised trainings for all staff;
- promotion and harmonisation the efficient uses of collaboration tools in the Agency;
- promotion of the new office environment.

In addition, in 2018 we will be focusing on the following challenges and changes:

- **Improving work effectiveness at EASME** (introduction of Windows 10; increasing WiFi coverage); migrating telephony to Unified Communication Collaboration (UCC) provided by DG DIGIT".
- **Programme-related IT projects**
 - Launch of a new set of IT projects under the SME Instrument programme to support the services to SMEs; support COSME unit with the EEN IT tools redesign project;
 - Take-over of LIFE IT Tools from SRD (modalities still to be decided), with business-critical systems (grant management for LIFE) and a number of risks (technology, maintainability, lack of resources, budget, etc.);
 - Accompany the EMFF programme with use of eGrant and support the cost-benefit analysis for LIFE.
- **Governance and compliance** (alignment of the new data protection rules; drafting of security plans for systems; continuation of improvement IT and Communication governance).

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 filed³³ (ratio)	
Source of data: <i>Hermes-Ares-Nomcom (HAN)³⁴ statistics</i>	
Baseline 2017	Target
1,69%	1%
Indicator 2: Percentage of HAN files readable/accessible by all units in the EA	
Source of data: <i>HAN statistics</i>	
Baseline	Target
98,71%	95-99%
Indicator 3: Percentage of HAN files shared with other Commission services	
Source of data: <i>HAN statistics</i>	
Baseline	Target
31,89%	55%

³³ 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.

³⁴ Suite of tools designed to implement the [e-Domec policy rules](#).

Main outputs in 2018

Output	Indicator	Target
Respect of governance for SMEi projects	a. Projects declared in GOVIS and submitted to SecGen/DIGIT/COMM approvals b. PM2 methodology applied on projects	a. 100% b. 100%
Respect of governance for procurement actions	a. procurement activities with underlying ICT projects are declared to GOVIS	a. 100%
LIFE IT Tools ready to be managed by EASME as of 2019	a. Interruption time of the systems b. Time to fix bugs	a. Less than one day b. Same as under SRD (value to check)
Laptops rolled out	Number of staff with laptop	80%
Meeting rooms equipped with screen and NET1 PC	Presence of a screen (or beamer + screen) and fixed PC in all meeting rooms	100%
Wifi coverage	% of offices and meeting rooms covered by Wifi access points	90%

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, notably with parent DGs for the activities' planning and beneficiaries to maximise the impact of projects. As such, we support the dissemination and communication activities of our parent DGs.³⁵

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

³⁵ In addition, the Agency participates in the DiEPP and will contribute to the revision of the D&E strategy.

in the EU.

Indicator 1: Percentage of EU citizens having a positive image of the EU
Every EA should aim to contribute to it and, considering its area of work, explain how it aims at enhancing the positive image of the EU.

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.

Source of data: Standard Eurobarometer (DG COMM budget) [monitored by DG COMM [here](#)].

Baseline: November 2014	Target: 2020
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%

Main outputs in 2018:

Output	Indicator	Target
Promotion of funding opportunities	Website visits <i>Source of data: Web statistics</i>	750.000 (baseline: 700.000)
	Page views <i>Source of data: Web statistics</i>	1.800.000 (baseline: 1.500.000)
	Number of newsletter subscribers <i>Source of data: Newsroom statistics</i>	67.000 (baseline: 65.000)
Engaging beneficiaries with 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: 500)
	Number of followers on Twitter <i>Source of data: Twitter statistics</i>	100.000 (baseline: 78.000)
	Number of followers on LinkedIn <i>Source of data: LinkedIn statistics</i>	9.000 (baseline: 6.000)
EU Sustainable Energy	Satisfaction rate	

Week (EUSEW)	- Participants - Organisers <i>Source of data: Feedback form and on-site interviews</i>	- 85% (baseline: 85%) - 90% (baseline 90%)
	Number of participants	2,300 (baseline: 2.290)
	Media outreach: press clippings	422 (baseline 384)
	Number of business meetings	120 (baseline 65)
	Number of followers on Twitter	16.000 (baseline 13.300)
	Fans on Facebook	14.000 (baseline 12.700)
	Website visits <i>Source of data: web statistics</i>	140.000 (baseline: 127.000)
	Page views <i>Source of data: Web statistics</i>	440.000 (baseline: 400.000)
	Applications for EU Sustainable Energy Awards from Eastern Europe	At least 25% of total applications
	Number of energy days organised by EU co-funded projects	At least 50% of the total number of energy days
	Number of votes for the Citizen's Awards	50.000 (baseline 22.700)

Annual communication spending:	
Baseline (2017)	Estimated commitments (2018)
± 1.998.000	± 1.750.000

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

The following two examples – the initiatives that the Agency plans to undertake in 2018 to improve the efficiency and economy of its operations – illustrate that the Agency is continuously trying to improve its functioning further:

- Following the gap analysis undertaken in collaboration with DG RTD and DIGIT in Q3/Q4 2017 and subject to approval of the responsible services, the Agency intends to introduce eGrants for the management of grants under the European Maritime and Fisheries Fund. The need for the use of eGrants has arisen from the change of profile of the delegated EMFF actions, moving from mostly procurement and narrowly targeted calls for proposals to larger scale and open calls for proposals, generating a high demand and increasing number of projects to manage. eGrants will allow the Agency to work more efficiently by introducing eSubmission for applicants, EMI for the selection and management of independent external experts, on line evaluation of applications as well as on line preparation and management of grant agreements, payments and reports.
- Gradual introduction of collaborative tools to improve the efficiency of communication and avoid large number of emails.

4.2. Operating budget, staff and operational appropriations

4.2.1. Operating budget

Programmes	DG	TITLE 1 (€ million)			TITLE 2 (€ million)			TITLE 3 (€ million)			TOTAL (€ million)
		EU Budget	EFTA /EEA	Third countries contrib.	EU Budget	EFTA /EEA	Third countries contrib.	EU Budget	EFTA /EEA	Third countries contrib.	
Programme - COSME											
COSME	GROW	5,966	0,008	n/a	1,052	0,001	n/a	0,605	0,001	n/a	7,632
Subtotal		5,966	0,008	n/a	1,052	0,001	n/a	0,605	0,001	n/a	7,632
Programme - H2020											
Innovation in SME's	GROW	0,872	0,020	n/a	0,170	0,004	n/a	0,060	0,001	n/a	1,127
SME instrument	RTD	5,198	0,118	0,378	1,232	0,030	n/a	0,435	0,011	n/a	7,401
Fast track to innovation	AGRI	0,023	0,001	n/a	0,005	0,000	n/a	0,002	0,000	n/a	0,031
	CNECT	0,137	0,003	n/a	0,030	0,001	n/a	0,011	0,000	n/a	0,182
	ENER	0,042	0,001	n/a	0,009	0,000	n/a	0,003	0,000	n/a	0,056
	GROW	0,030	0,001	n/a	0,007	0,000	n/a	0,002	0,000	n/a	0,040
	HOME	0,018	0,000	n/a	0,004	0,000	n/a	0,001	0,000	n/a	0,024
	MOVE	0,027	0,001	n/a	0,006	0,000	n/a	0,002	0,000	n/a	0,036
	RTD	0,342	0,008	n/a	0,076	0,002	n/a	0,027	0,001	n/a	0,454
	Sub-total	0,619	0,014	n/a	0,137	0,003	n/a	0,048	0,001	n/a	0,823
Energy - Secure, clean and efficient	ENER	3,336	0,076	n/a	0,664	0,016	n/a	0,234	0,006	n/a	4,332
Energy - CIP legacy	ENER	0,773	0,018	n/a	0,154	0,004	n/a	0,054	0,001	n/a	1,004
LEIT (SILC II)	GROW	0,000	0,000	n/a	0,000	0,000	n/a	0,000	0,000	n/a	0,000
Eco new	RTD	2,265	0,051	n/a	0,427	0,010	n/a	0,151	0,004	n/a	2,908
Climate - Action	GROW	0,425	0,010	n/a	0,080	0,002	n/a	0,028	0,001	n/a	0,545
	RTD	1,947	0,044	n/a	0,367	0,009	n/a	0,130	0,003	n/a	2,499
	Sub-total	2,371	0,054	n/a	0,447	0,011	n/a	0,158	0,004	n/a	3,045
Climate - Raw material	GROW	0,122	0,003	n/a	0,023	0,001	n/a	0,008	0,000	n/a	0,157
	RTD	0,559	0,013	n/a	0,105	0,003	n/a	0,037	0,001	n/a	0,717
	Sub-total	0,681	0,015	n/a	0,128	0,003	n/a	0,045	0,001	n/a	0,874
CIP Eco-I legacy	ENV	0,389	0,009	n/a	0,075	0,002	n/a	0,027	0,001	n/a	0,503
Subtotal		16,505	0,374	0,378	3,433	0,084	n/a	1,213	0,030	n/a	22,016
Programme - LIFE											
LIFE	CLIMA	0,523	n/a	n/a	0,065	n/a	n/a	0,113	n/a	n/a	0,701
	ENV	2,058	n/a	n/a	0,254	n/a	n/a	0,445	n/a	n/a	2,757
Subtotal		2,581	n/a	n/a	0,319	n/a	n/a	0,558	n/a	n/a	3,458
Programme - EMFF											
EMFF	MARE	2,040	n/a	n/a	0,288	n/a	n/a	0,151	n/a	n/a	2,479
Subtotal		2,040	n/a	n/a	0,288	n/a	n/a	0,151	n/a	n/a	2,479
Management and administrative support											
COSME		1,484	0,001	n/a	0,243	0,000	n/a	0,139	0,000	n/a	1,868
H2020		4,121	0,101	n/a	0,780	0,019	n/a	0,276	0,007	n/a	5,303
LIFE		0,309	n/a	n/a	0,049	n/a	n/a	0,054	n/a	n/a	0,411
EMFF		0,472	n/a	n/a	0,064	n/a	n/a	0,031	n/a	n/a	0,568
Subtotal		6,386	0,102	n/a	1,136	0,019	n/a	0,499	0,007	n/a	8,150
TOTAL											
TOTAL per Source of Financing within each Title		33,478	0,484	0,378	6,229	0,104	n/a	3,026	0,037	n/a	43,736
TOTAL per Budget Title		34,340			6,333			3,063			43,736

Budget title		EU contribution	EFTA/EEA contribution	Third countries' contributions	Total appropriations (€ million)
Title 1	Staff expenditure	33,48	0,48	0,38	34,34
Title 2	Infrastructure and operating expenditure	6,23	0,10	n/a	6,33
Title 3	Programme support expenditure	3,03	0,04	n/a	3,06
TOTAL		42,73	0,62	0,38	43,74

4.2.2. Human resources

The following figures are indicative³⁶.

OPERATIONAL STAFF	Staff (EU Budget)						
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
Programme - COSME							
COSME	GROW	15,8	4,4	69,0	N/A	84,8	18,4%
	Subtotal	15,8	4,4	69,0	N/A	84,8	18,4%
Programme - H2020							
Innovation in SME's	GROW	2,3	0,7	8,1	N/A	10,4	2,3%
SME Instrument	RTD	13,2	5,5	66,8	N/A	80,0	17,3%
Fast track to innovation	AGRI	0,1	0,0	0,3	0,0	0,3	
	CNECT	0,3	0,1	1,6	0,0	2,0	
	ENER	0,1	0,0	0,5	0,0	0,6	
	GROW	0,1	0,0	0,4	0,0	0,4	
	HOME	0,0	0,0	0,2	0,0	0,3	
	MOVE	0,1	0,0	0,3	0,0	0,4	
	RTD	0,8	0,3	4,1	0,0	4,9	
	Sub-total	1,4	0,6	7,4	N/A	8,8	1,9%
Energy – Secure, clean and efficient energy	ENER	11,4	2,5	35,4	N/A	46,8	10,1%
Energy – CIP Legacy	ENER	2,6	0,6	8,2	N/A	10,8	2,3%
LEIT (SILC II)	GROW	0,0	0,0	0,0	N/A	0,0	0,0%
Eco new	RTD	7,9	2,6	26,5	N/A	34,4	7,4%
Climate Action	GROW	1,5	0,5	5,0	0,0	6,4	
	RTD	6,8	2,2	22,8	0,0	29,6	
	Sub-total	8,3	2,7	27,7	N/A	36,0	7,8%
Raw Materials	GROW	0,4	0,1	1,4	0,0	1,9	
	RTD	2,0	0,6	6,6	0,0	8,5	
	Sub-total	2,4	0,8	8,0	N/A	10,4	2,3%
CIP Eco-I Legacy	ENV	0,1	0,0	0,7	N/A	0,8	0,2%
	Subtotal	49,6	16,0	188,8	N/A	238,4	51,6%
Programme – LIFE							
LIFE	CLIMA	1,1	0,2	2,8		3,9	
	ENV	4,2	0,8	11,1		15,3	
	Subtotal	5,2	1,0	14,0	N/A	19,2	4,2%
Programme – EMFF							
EMFF	MARE	8,0	3,6	19,2	N/A	27,2	5,9%
	Subtotal	8,0	3,6	19,2	N/A	27,2	5,9%
	Subtotal OPERATIONAL	78,5	25,0	291,1	N/A	369,6	80,0%

³⁶ Following the 'flexibility mechanism' approved by the Steering Committee by written procedure on 20/03/2017, the Agency may reallocate on a temporary and limited basis the resources where they are most needed in function of priorities and workload. 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)						
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
Programme - COSME							
COSME	GROW	8,2	1,8	13,0	N/A	21,2	4,6%
Subtotal		8,2	1,8	13,0	N/A	21,2	4,6%
Programme - H2020							
Innovation in SME's	GROW	1,1	0,2	1,5	N/A	2,6	0,6%
SME Instrument	RTD	6,6	1,8	13,4	N/A	20,0	4,3%
Fast track to innovation	AGRI	0,0	0,0	0,1	0,0	0,1	
	CNECT	0,2	0,0	0,3	0,0	0,5	
	ENER	0,1	0,0	0,1	0,0	0,1	
	GROW	0,0	0,0	0,1	0,0	0,1	
	HOME	0,0	0,0	0,0	0,0	0,1	
	MOVE	0,0	0,0	0,1	0,0	0,1	
	RTD	0,4	0,1	0,8	0,0	1,2	
	Sub-total	0,7	0,2	1,5	N/A	2,2	0,5%
Energy – Secure, clean and efficient ene	ENER	5,1	0,8	6,6	N/A	11,7	2,5%
Energy – CIP Legacy	ENER	1,2	0,2	1,5	N/A	2,7	0,6%
LEIT (SILC II)	GROW	0,0	0,0	0,0	N/A	0,0	0,0%
Eco new	RTD	3,8	0,8	4,8	N/A	8,6	1,9%
Climate Action	GROW	0,7	0,2	0,9	0,0	1,6	
	RTD	3,2	0,7	4,2	0,0	7,4	
	Sub-total	3,9	0,9	5,1	N/A	9,0	1,9%
Raw Materials	GROW	0,2	0,0	0,3	0,0	0,5	
	RTD	0,9	0,2	1,2	0,0	2,1	
	Sub-total	1,1	0,3	1,5	N/A	2,6	0,6%
CIP Eco-I Legacy	ENV	0,1	0,0	0,1	N/A	0,2	0,0%
Subtotal		23,6	5,2	36,0	N/A	59,6	12,9%
Programme – LIFE							
LIFE	CLIMA	0,4	0,1	0,6		1,0	
	ENV	1,5	0,3	2,3		3,8	
Subtotal		1,9	0,4	2,9	N/A	4,8	1,0%
Programme – EMFF							
EMFF	MARE	2,7	0,6	4,1	N/A	6,8	1,5%
Subtotal		2,7	0,6	4,1	N/A	6,8	1,5%
Subtotal HORIZONTAL		36,5	8,0	55,9	N/A	92,4	20,0%
TOTAL STAFF		115,0	33,0 *	347,0	N/A	462,0	100,0%

NB: Including the 5 contract agent posts financed with R0 credits (third countries appropriations) for the implementation of the European Innovation Council (EIC) pilot action (see table here below) the total staff will account for 467, of which 352 contract agents.

Management and Administrative Support - Summary		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
		COSME	8,2	1,8	13,0	N/A	21,2
H2020	23,6	5,2	36,0	N/A	59,6	12,9%	
LIFE	1,9	0,4	2,9	N/A	4,8	1,0%	
EMFF	2,7	0,6	4,1	N/A	6,8	1,5%	
Sub-total	36,5	8,0	55,9	N/A	92,4	20,0%	

* Seconded Officials – Frozen posts in the Commission Establishment Plan

Parent DG	Number of posts frozen in 2018
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.

Staff financed by contributions from 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	4,6	N/A	5,8
Sub-total OPERATIONAL	1,2	0,4	4,7	N/A	5,9
Horizontal - COSME	0,0	0,0	0,0	N/A	0,0
Horizontal - H2020	0,6	0,1	0,9	N/A	1,5
Sub-total HORIZONTAL	0,6	0,1	0,9	N/A	1,5
TOTAL	1,8	0,5	5,6	N/A	7,4

Staff financed by contributions from third countries	TAs	Of which Seconded officials	CAs	SNEs	Total
Operational - H2020	0,0	0,0	5,0	N/A	5,0
Sub-total OPERATIONAL	0,0	0,0	5,0	N/A	5,0
Horizontal - H2020	0,0	0,0	0,0	N/A	0,0
Sub-total HORIZONTAL	0,0	0,0	0,0	N/A	0,0
TOTAL	0,0	0,0	5,0	N/A	5,0

In addition to the contract agents financed from the EU budget contribution as set out in the table above and following the agreement between DG RTD and DG GROW, 5 posts are financed with R0 credits (third countries appropriations) for the implementation of the European Innovation Council (EIC) pilot action - Ref. Ares(2017)3799090.

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	3.291.867	76.701	3.368.568	1.789.940	41.706	1.831.646
02 04 02 03	Increasing innovation in small and medium sized enterprises (SMEs) - Innovation in SME	41.339.264	963.205	42.302.469	32.449.465	756.073	33.205.537
02 04 03 01	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	60.065.211	1.399.519	61.464.730	76.579.338	1.784.299	78.363.637
05 09 03 01	Securing sufficient supplies of safe and high quality food and other bio-based products	3.696.110	86.119	3.782.229	2.374.322	55.322	2.429.643
06 03 03 01	Achieving a resource-efficient, environmentally-friendly, safe and seamless European transport system	4.240.595	98.806	4.339.401	2.511.975	58.529	2.570.504

08 02 02 01	Leadership in nanotechnologies, advanced materials, biotechnology and advanced manufacturing and processing	9.871.766	230.012	10.101.778	5.886.995	137.167	6.024.162
08 02 03 01	Improving lifelong health and wellbeing	14.497.970	337.803	14.835.773	8.059.850	187.794	8.247.644
08 02 03 02	Improving food security, developing sustainable agriculture, marine and maritime research and the bio-economy	5.000.144	116.503	5.116.647	3.296.387	76.806	3.373.192
08 02 03 03	Making the transition to a reliable, sustainable and competitive energy system	6.715.679	156.475	6.872.154	4.026.903	93.827	4.120.729
08 02 03 04	Achieving a European transport system that is resource-efficient, environmentally friendly, safe and seamless	10.182.736	237.258	10.419.994	5.798.966	135.116	5.934.082
08 02 03 05	Achieving a resource-efficient and climate change resilient economy and a sustainable supply	274.241.317	6.389.823	280.631.140	192.974.866	4.496.314	197.471.181

	of raw materials						
08 02 03 06	Fostering inclusive, innovative and secure European societies	2.173.052	50.632	2.223.684	1.286.046	29.965	1.316.011
08 02 08 00	SME Instrument	481.209.870	11.212.190	492.422.060	436.247.852	10.164.575	446.412.427
09 04 02 01	Leadership in information and communications technology (ODI)	17.409.575	405.643	17.815.218	9.704.652	226.118	9.930.771
09 04 03 01	Improving lifelong health and wellbeing	2.522.414	58.772	2.581.186	1.393.831	32.476	1.426.307
09 04 03 02	Fostering inclusive, innovative and secure European societies	778.840	18.147	796.987	543.812	12.671	556.483
09 04 03 03	Fostering secure European societies	950.860	22.155	973.015	475.624	11.082	486.706
18 05 03 01	Fostering inclusive, innovative and secure European societies	2.831.575	65.976	2.897.551	1.634.885	38.093	1.672.978
32 04 03 01	Making the transition to a reliable, sustainable and competitive energy system	105.325.853	2.454.092	107.779.945	92.639.174	2.158.493	94.797.667
Subtotal Horizon 2020		1.046.344.698	24.379.831	1.070.724.529	879.674.882	20.496.425	900.171.306

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	110.367.559	132.441	110.500.000	62.046.881	74.456	62.121.338
02 02 02	Improving access to finance for small and middle-sized enterprises (SMEs) in the form of equity and debt	0	0	0	59.987	72	60.059
Subtotal COSME		110.367.559	110.367.559	132.441	110.500.000	62.106.868	74.528
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	117.360.000	-	117.360.000	53.000.000	-	53.000.000
07 02 02	Halting and reversing the biodiversity loss	182.592.250	-	182.592.250	55.000.000	-	55.000.000
07 02 03	Supporting better environmental governance and information at all levels	26.600.000	-	26.600.000	24.000.000	-	24.000.000
34 02 01	Reducing of Union greenhouse gas emissions	37.139.000	-	37.139.000	14.000.000	-	14.000.000

34 02 02	Increasing resilience of the Union to climate change	35.900.000	-	35.900.000	14.500.000	-	14.500.000
34 02 03	Better climate governance and information at all levels	11.600.000	-	11.600.000	6.700.000	-	6.700.000
Subtotal LIFE		409.591.227	411.191.250	-	411.191.250	167.200.000	-
The European Maritime and Fisheries Fund (EMFF)							
11 06 61 00	Fostering the development and implementation of the Union's Integrated Maritime Policy (IMP)	34.820.000	-	34.820.000	28.225.630	-	28.225.630
11 06 62 01	Scientific Advice and knowledge	5.400.000	-	5.400.000	2.567.769	-	2.567.769
11 06 62 02	Control and enforcement	0	-	0	180.000	-	180.000
Subtotal EMFF		40.220.000	-	40.220.000	30.973.399	-	30.973.399
Legacy							
02 04 53	Completion of Competitiveness and Innovation Framework Programme — Innovation Part (2007-2013)	p.m.	-	p.m.	2.930.546	69.454	3.000.000
32 04 53	Completion of the 'Intelligent Energy — Europe' programme (2007 to 2013)	p.m.	-	p.m.	4.884.243	115.757	5.000.000
Subtotal legacy		p.m.	-	p.m.	6.049.397	7.814.789	185.211

Total of the operational budget managed by the Executive Agency:	1.608.123.506	24.512.273	1.632.635.779	1.147.769.939	20.570.953	1.168.526.102
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