



Management Plan 2024

DG RESEARCH AND INNOVATION

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Introduction

This Management Plan defines the **most important outputs of the Directorate-General Research and Innovation for 2024** to deliver on the objectives set in the Strategic Plan of the DG for 2020-2024. It follows the structure of the Strategic Plan of the DG and reflects the priority actions identified in the Commission Work Programme for 2024.



The mission of the Directorate-General for Research & Innovation is to design and implement R&I policies and programmes in collaboration with Member States, international partners, stakeholders and citizens. By mobilising relevant policy measures, such as R&I programmes, investments and regulations, the **DG fosters the creation of new knowledge and game-changing innovation supporting the EU's priorities**, notably the green and digital twin transition. The aim is to generate **a high scientific, technological and societal impact**, built on scientific evidence and relevant input from citizens.



Faced with the long-term social and economic transformations of society, the consequences of climate change and biodiversity loss, and since 2022 with the effects of **Russia's war of aggression against Ukraine**, our **vision** remains unchanged: **a sustainable, safe, fair and prosperous future for the people and the planet**, based on solidarity and respect for common European values.

Like in the preceding years, in 2024 the DG will contribute to the **six headline ambitions of President von der Leyen** and play an important role in strengthening a modern, high performing and sustainable European Commission.

Successfully leveraging R&I activities in Europe is the key priority for DG R&I. Therefore, in 2024, additional efforts will be engaged to **increase the excellence and impact of Horizon Europe**, EU's flagship programme to support R&I. More specifically, DG R&I will prepare a set of actions **on simplification and accessibility** to the programme. These measures will aim at revamping information and dissemination channels -in particular through the Funding and Tenders Portal- for increasing the accessibility of R&I programmes, improving the monitoring of projects -including for EU Missions, and ensuring more clarity for all type of users. The roll out of **simplified cost options** -lump sum and unit costs, as well as **pilot actions for opening the programme to new actors**, will make Horizon Europe more user-friendly especially for newcomers. Specific actions will target the group of **widening countries to strengthen their participation** in all areas of Horizon Europe. In addition, the European Innovation Council will consolidate its position as the largest technology investor in Europe, building on the restructuring of the EIC Fund.

The main conclusions of the **ex-post evaluation of Horizon 2020** will allow the identification of additional avenues for actions. In addition, DG R&I will prepare the ground for the **interim evaluation of Horizon Europe** and support the work of the independent **High-Level Group** which will deliver their recommendations to the Commission by the end of 2024.

Fostering the twin green and digital transition remains a key driver for policy actions of DG R&I. Hence, a flagship initiative for 2024 will be the adoption of a **Commission Communication on advanced materials for industrial leadership** laying down the foundations for strengthening the EU's sustainability and competitiveness in the area of advanced materials, while reducing dependencies to third countries. Furthermore, the implementation of the initiatives linked to the **ERA Policy Agenda 2022-2024** and the **New European Innovation Agenda (NEIA)** will continue in 2024. Progress made on the implementation of the NEIA will be the subject of an assessment in 2024 and a special effort will be dedicated to the Package on Research Careers, Open Science, and Research Infrastructures. In addition, in 2024 DG R&I will work towards the development of a proposal in response to the European Parliament's resolution on **freedom of scientific research**. DG R&I will also contribute to the preparation of the **ERA Policy Agenda 2025-2027**.

In the context of an intensification of the race for technologies resulting from the current dynamic towards a multipolar world, the European Union's R&I policy will have to adapt. To that extent, the recent adoption of the **Economic Security Strategy** will enable DG R&I to fine-tune its approach to international cooperation, especially by strengthening **research security**. In this context, the DG has prepared a wide consultation on dual-use in R&I. This will go in line with a stronger **science diplomacy** and continued efforts to intensify the collaboration with like-minded third countries. In this regard, DG R&I will especially pursue its engagement to negotiate **association agreements for Horizon Europe**.

With the **EU Missions**, Horizon Europe has adopted a new instrument for directing R&I efforts towards addressing complex societal challenges. After two years of implementation, the instrument has been assessed in 2023. While the EU missions have clearly proven their potential to accelerate change, the assessment exercise also revealed potential areas for improvement. Therefore, **a set of actions will be prepared** to improve the governance of EU-Missions, leverage funding beyond Horizon Europe, strengthen the involvement of the private sector and increase the outreach to stakeholders and citizens.

R&I remains a key component for moving forward on the European Commission's priorities as laid down in the Green deal, the Digital Agenda, the Industrial Strategy and RepowerEU as well as delivering on important commitments, especially the Paris Agreement and the United Nation's Agenda 2030⁽¹⁾.

A special emphasis will be put on **reinforcing communication actions** to highlight major achievements related to European R&I policy initiatives and programmes. The **40th anniversary of the Framework Programme** and **European Research and Innovation Days 2024** will offer a particularly favourable setting for this purpose.

⁽¹⁾ United Nations, Transforming our world: the 2030 Agenda for Sustainable Development, 2015

THE R&I POLICY FOR ACCELERATING TRANSITIONS IN EUROPE

DG R&I SPECIFIC OBJECTIVES TO THE COMMISSION'S HEADLINE AMBITIONS ⁽²⁾

GENERAL OBJECTIVE 1: A EUROPEAN GREEN DEAL

- ◆ **Specific objective 1.1:** High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources
- ◆ **Specific objective 1.2:** Mainstreaming of the public and private research and innovation investments for climate actions strengthens the European Green Deal's impact
- ◆ **Specific objective 1.3:** Co-creation of Horizon Europe and its missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality

GENERAL OBJECTIVE 2: A EUROPE FIT FOR THE DIGITAL AGE

- ◆ **Specific objective 2.1:** High-quality science, knowledge and innovative solutions facilitate a digital transition in Europe, including a new European approach to Artificial Intelligence
- ◆ **Specific objective 2.2:** The revitalised European Research Area sets directions for societal, economic and ecological transitions in Europe and contributes to spreading excellence, closing research and innovation gap and working out a common global response to emerging challenges
- ◆ **Specific objective 2.3:** Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies

GENERAL OBJECTIVE 3: AN ECONOMY THAT WORKS FOR PEOPLE

- ◆ **Specific objective 3.1:** Research and innovation actions, increased R&I investments and the R&I component of the European Semester boost economic growth and jobs creation

GENERAL OBJECTIVE 4: A STRONGER EUROPE IN THE WORLD

- ◆ **Specific objective 4.1:** Regional research and innovation strategies and broader association policy contribute to promoting common European R&I values and creating a global Research and Innovation Space

GENERAL OBJECTIVE 5: PROMOTING OUR EUROPEAN WAY OF LIFE

- ◆ **Specific objective 5.1:** Research and innovation develop and deploy solutions, technologies and innovations to tackle emerging threats and improve crisis preparedness
- ◆ **Specific objective 5.2:** Research and innovation support the European health initiatives, including the European plan to fight cancer

GENERAL OBJECTIVE 6: A NEW PUSH FOR EUROPEAN DEMOCRACY

- ◆ **Specific objective 6.1:** European research and innovation support citizens' involvement, social inclusion and equalities in Europe, including through communication of the European R&I added value

GENERAL OBJECTIVE 7: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION

- ◆ **Specific objective 7.1:** The Common Implementation Centre and the Common Policy and Programming Centre provide user-friendly services and tools to the European Commission for effective and efficient planning, programming and implementation of the Research and Innovation Framework Programme and other EU programmes

⁽²⁾ According to the Strategic Plan 2020-2024 of DG Research and Innovation

PART 1. Delivering on the Commission’s priorities: main outputs for 2024

General objective 1: A EUROPEAN GREEN DEAL

The following developments provide an overview of R&I initiatives and activities related to general objective 1 (performance table, page 42)

Specific objective 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resource

In 2024, the **EU Bioeconomy Policy and Strategy** will continue to contribute to reach the targets laid out in the European Green Deal. It plays an important role in achieving climate neutrality and environmental, economic, and social sustainability.

Following the Council’s conclusions on bioeconomy in 2023⁽³⁾, the Commission will further integrate bioeconomy into all policies ensuring policy coherence, facilitate knowledge transfer towards rural areas. DG R&I will organize a **‘Bioeconomy Changemakers Festival’** in 2024. This festival aims to engage youth as drivers of the transformative change required in view of the multiple challenges that Europe faces today, and to unlock the potential of the bioeconomy to make the transformation happen.



DG R&I will contribute to the **Circular Economy transition** with several initiatives: the DG will support the implementation of circular systemic solutions at local and regional level by supporting new demonstration projects through dedicated schemes like the **Circular Cities and Regions Initiative (CCRI)**. These schemes enable to offer complementary technical, advisory and financial assistance by collaborating with relevant partners. For instance, the CCRI office works in collaboration with the OECD and the EIB advisory services as well as a network of collaborating external organizations (e.g., Ellen MacArthur Foundation, Circle Economy). Furthermore, under the mandate of the **Circular Economy Action Plan**, DG R&I will support the rollout of new eco-design requirements, the digital product passport, and new extended producer responsibility schemes.

⁽³⁾ EU Council conclusions on bioeconomy (8193/2023) on 25/04/2023

Because of the major transformative potential of this field for health, industrial competitiveness and environmental sustainability, the European Commission will launch a **Biotechnology and Biomanufacturing initiative**. DG R&I will contribute by identifying R&I trends, strengths and weaknesses.



As announced in the 2024 Commission Work Programme⁽⁴⁾, a new **Water Resilience initiative** strongly contributing to the achievement of the Green Deal objectives for 2030 and 2050 will be launched in 2024. DG R&I will be responsible for the R&I aspects of the forthcoming Communication.

As part of the implementation of the revamped **Strategic Energy Technology Plan (SET plan)**⁽⁵⁾, a Task Force will be set up to address systematically the integration of critical cross-cutting issues (such as manufacturing, circularity, materials, skills and societal needs) with the aim of advancing the competitiveness of the clean energy sector. In addition, a new **Implementation Working Group on hydrogen** will implement the 'ERA pilot on Green Hydrogen', and the SET Plan Steering Group, consisting of high-level representatives from the SET Plan countries, will be transformed into an expert group in the frame of ERA.

As part of the **EU Solar Energy Strategy**, DG R&I will lead the preparation of a co-programmed partnership on solar PV, which will be launched in 2025. The collaboration with Member States will be expanded by developing a common **solar energy R&I agenda** in the framework of the European Research Area.

To unlock the full potential of **offshore renewable energy** and implement the **European Wind Power Package**, DG R&I will launch in 2024 a portfolio of projects on advanced materials for magnets, with special attention to permanent-magnets in wind-turbine engines.

To shed light on the links between ethics and the green transition, the European Group on Ethics in Science and New Technologies (EGE) will develop an Opinion on **planetary ethics**, which will include options for the fair and equitable transition of society and economy. Building on the outcomes of the high-level Belgian Presidency conference in February 2024, R&I will deliver a policy brief on actions addressing the **increasing impacts of climate change on human health**. It will lay the ground for a Strategic Research and Innovation Agenda (SRIA) covering this area.

DG R&I will continue to provide an evidence-basis for the Commission's R&I policy to pursue the green transition through targeted analysis and the provision of dedicated tools. This includes continuing the ex-ante monitoring of **climate change/biodiversity targets** for Horizon Europe and further measures to progress towards the 35% target for climate action expenditure.

⁽⁴⁾ The icon on the left of the initiative highlights that the item refers to the 2024 Commission Work Programme

⁽⁵⁾ COM(2023) 634 final: Revision of the Strategic Energy Technology (SET) Plan

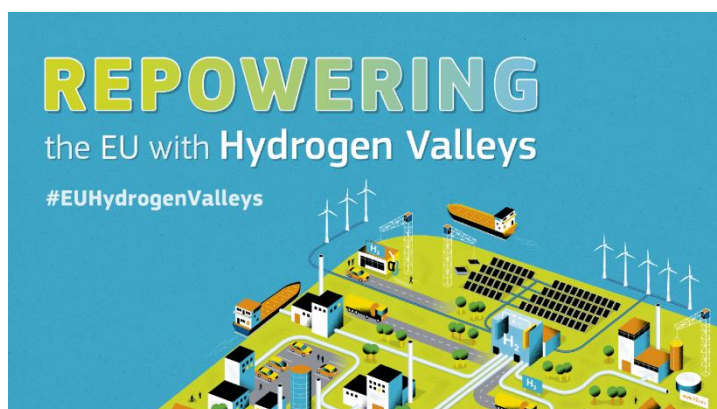
Specific objective 1.2: Mainstreaming of public and private research and innovation investments for climate actions strengthens the European Green Deal's impact

In relation to climate action the DG R&I works on the implementation of the EU 2030 climate policy agenda and contributes to the reflection on the 2040 EU Climate target in the context of EU's transition to climate neutrality and resilience by 2050. Through targeted calls, informed by expert analysis, the Framework Programme should remain a key contributor to the evidence base underpinning the **Intergovernmental Panel on Climate Change's (IPCC)** work as well the future rounds of the **United Nations Framework Convention on Climate Change (UNFCCC) Global Stock-take⁽⁶⁾**, facilitating the ambitious cycle under the Paris Agreement and help consolidate European leadership in climate-related knowledge and information.

As solutions for both climate and biodiversity area interlinked and dependent from each other, R&I will support the **Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)** in the preparation of two new assessments (on Transformative Change and on the Biodiversity-Water-Food-Health-Climate Nexus) and in relation to its upcoming outputs up to 2030.

Research on climate resilience, mainstreamed across Horizon Europe, will support the implementation of the EU Strategy on Adaptation to Climate Change and other EU policies addressing similar goals. The **EU Mission on Adaptation to Climate Change**, DG R&I's flagship initiative, will continue to accelerate adaptation efforts on the ground by helping in 2024 regions and local authorities to access the latest knowledge to increase climate resilience in smart and systemic way.

In relation to **environmental observations**, the application developed by EU funded projects will be identified and promoted via the relevant intermediary platforms, including the Knowledge Center on Earth Observation, Climate Adapt, GEO knowledge hub, and the relevant EU Mission implementation platforms. In the framework of the EuroGEO initiative, commercialization and operationalization of the pilot applications will be fostered.



To attain the objective of doubling the number of Hydrogen Valleys in Europe (REPowerEU/NEIA), DG R&I will publish the **Roadmap on Hydrogen Valleys**. Important deliverables for 2024 will be the dedicated calls, the launch of the **European Hydrogen Academy**, and the establishment of a **'Hydrogen Valley Facilitator'** to

⁽⁶⁾ [Global Stocktake | UNFCCC](#)

guide early-stage projects to the point where they will be able to take a Final Investment Decision.

In relation to the **Euratom**-funded nuclear research and training, the Work Programme is exceptionally managed entirely in-house. In 2024, DG R&I will publish **an interim evaluation of the Euratom Programme 2021-2025**. The results of this interim evaluation will feed into the planned extension of the Euratom Programme for 2026-2027 and the next Euratom Programme 2028-2032. DG R&I will also continue to evaluate the Euratom proposals that have been received following the call under the Euratom Work Programme 2023-2025 and prepare an amendment to the same Work Programme, which are expected to be related to nuclear skills and to the preparation of a new public-private partnership **on fusion energy**. Moreover, DG R&I will implement a number of preparatory actions: it will launch a Coordination and Support Action for the establishment of a European Technology and Innovation Platform in Fusion Energy, organise a High-level Fusion Innovation Roundtable hosted by the Commissioner, and create a Fusion Expert Group.

The energy intensive industry sector is responsible of 17% of GHG emissions in Europe, so the development of **low carbon technologies** to meet the 55% reduction targets for 2030 is crucial⁽⁷⁾. For the time being, their deployment is still lagging behind. DG R&I will engage with stakeholders on the identification of drivers, opportunities and challenges to accelerate the scaling up and deployment technologies for the **decarbonisation of Energy Intensive Industries**. As part of this aim, and in collaboration with JRC and DG CLIMA, DG R&I will continue to map and monitor the **Energy Intensive Industries demonstrator projects** for climate neutrality, including projects funded or co-funded with national resources (i.e. state aid). Furthermore, we will map the options available to national authorities to provide **financial aid to demonstrators and first-of-a-kind technologies** for reducing greenhouse gas emissions (GHG emissions) in energy intensive industries.

Europe's circular rate of materials has been stagnating below 12%. In order to power up the transition to a real regenerative economy, where we give back to nature more than the resources we extracted, DG R&I will develop an ambitious **R&I investment plan on circularity** that will boost design of circular-by-design products through a combination of public funding at EU and national levels, and through private investments.

Specific objective 1.3: Co-creation of Horizon Europe and its missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality

By setting ambitious goals for 2030, the **EU Missions** enable to direct R&I efforts towards complex societal challenges. The recent assessment of progresses made in their implementation⁽⁸⁾ highlights that missions have clearly proven their potential to accelerate change, but also reveals potential areas for improvements. Therefore, DG R&I **will initiate a set of actions on EU Missions** based on lessons drawn from the review and

⁽⁷⁾ [The ERA industrial technology roadmap for low-carbon technologies in energy-intensive industries](#)

⁽⁸⁾ COM(2023) 457 final: EU Missions two years on: assessment of progress and way forward

recommendations formulated by the Internal Audit Service following the conclusions of the Horizon Europe governance audit. Actions will aim at improving the governance of EU-Missions, leveraging funding beyond Horizon Europe, strengthening the involvement of the private sector and increasing the outreach to stakeholders and citizens. Furthermore, the preparation of common back-office functions for the EU Missions will also kick off in 2024. The **Horizon Europe 'main' work programme 2023-2024** will be amended to roll out specific actions for Missions harnessing the 2024 budget accordingly.

In 2024, the EU Mission **A Soil Deal for Europe** will continue to lead the transition to restore and protect soils by 2030. It will do so by establishing an effective network of 100 Living Labs and lighthouses, funding an ambitious research and innovation programme with a strong social science component, developing a harmonised framework for soil monitoring in Europe, and raising people's awareness on the vital importance of soil. The first call for Living Labs has been launched and will kick-start 25-30 living labs in 2024.

In 2024, the **Mission Oceans** will continue to mobilise and structure activities of Member States, regions and communities at basin-scale under its lighthouses with partners'



commitments to the Mission Charter, which is expected to reach over 750 signatories. The EU-wide network of **Blue Parks** will be launched, and it will aim at covering 30% of EU's seas by the end of the Decade.

The Mission Label, awarded to cities participating in the **Climate-Neutral and Smart Cities Mission**, is an acknowledgement of the successful development of **Climate City Contracts** (CCC)⁽⁹⁾. The Mission Label is intended to facilitate access to EU, national, and regional funding and financing sources, in particular private investment. In 2024 most of the 112 cities participating in the Mission are expected to submit their CCCs for review.

In 2024, DG R&I will update the Multiannual Programming Document and will co-create the Annual Work Programme of the **Circular Bio-Based Europe Joint Undertaking** (CBE JU) in collaboration with the industrial partners. We will actively support the implementation of the **widening participation strategy and its action plan**, to encourage a wider and more inclusive participation of underrepresented countries.

Further co-creation and co-design work will lead to the adoption of the **Horizon Europe strategic plan 2025-2027** in Q1/2024.

⁽⁹⁾ The Climate City Contracts outline the cities' overall vision for climate neutrality, and contain an action plan as well as an investment strategy

European Partnerships address complex challenges by deploying a broad range of R&I activities and creating critical scales of investment as well as by **enhancing synergies between programmes** and instruments. To advance the work of the Partnerships, we will enhance the portfolio in the context of the **Second Horizon Europe strategic plan**.

DG R&I will also publish the second **Biennial Monitoring Report** on the performance of European Partnerships and start discussing a proposal for the role of European Partnerships in FP10. The role of the Partnership Knowledge Hub will be strengthened through Mutual Learning Exercises and engaging them in the discussion on FP10.

General objective 2: A EUROPE FIT FOR THE DIGITAL AGE

The following developments provide an overview of R&I initiatives and activities related to general objective 2 (performance table, page 55)

Specific objective 2.1: High-quality science, knowledge and innovative solutions facilitate a digital transition in Europe, including a new European approach to Artificial Intelligence

The digital transition opens up new avenues for performing research and innovation activities⁽¹⁰⁾. Leveraging this potential will be a key factor to foster cutting-edge science in Europe. Therefore, DG R&I will pursue the establishment of a **Cultural heritage cloud**, consisting in a new collaborative space based on a digital platform for connecting cultural heritage institutions and professionals across the EU. The Cloud Platform Project will be launched during the second half of 2024.

DG R&I will work on additional planning steps with other commission services to enable a first prototype of the **European Digital Twin of the Ocean (DTO)** to be ready by the end of 2024. This will lead to developing a roadmap for delivery and organising the 3rd Digital Ocean Forum. The DTO aims to create a digital version of the ocean allowing researchers and entrepreneurs to generate new knowledge and innovative solution linked to marine ecosystems.

⁽¹⁰⁾ OECD, The Digitalisation of Science, Technology and Innovation: Key Developments and Policies, 2020

Since Artificial Intelligence (AI) has a high potential for reversing the trend of stagnating scientific productivity and accelerate scientific discovery⁽¹¹⁾, DG R&I will develop a fully-fledged



policy on AI in science aiming at leveraging the adoption of AI in scientific processes. The framework of this policy initiative will be defined in a **Policy Conceptualisation Report** published before the end of 2024. In addition, **Guidelines on the use of generative AI in science** will be developed in collaboration with the member states and relevant stakeholders. To support this new policy framework the Scientific Advice Mechanism to the European Commission will prepare a review of the scientific evidence on the use of AI in research and prepare a **scientific opinion with recommendations for accelerating a responsible uptake of AI in science**.

To develop Earth Intelligence using AI and Machine Learning, DG R&I will mobilise the Knowledge Centre on Earth Observation for defining a **roadmap for supporting the use of Earth Observation and AI for building sustainability & resilience**. It will especially build on an ongoing EC-ESA initiative⁽¹²⁾ and inform its future activities.

DG R&I will pursue its commitment to implementing the R&I component of the industrial strategy for Europe ⁽¹³⁾. Hence, a **Staff Working Document on Manufacturing** will be adopted. The document will allow to strengthen the links between research priorities and major industrial policy initiatives, especially the Net-Zero Industry Act, the Critical Raw Materials Act, and the Circular Economy Action Plan⁽¹⁴⁾.

Another important related initiative will be the publication of a **Staff Working Document on Connected, Cooperative and Automated Mobility**. It will take stock of progresses made for implementing the mobility strategy of the EU⁽¹⁵⁾ and elaborate a consistent

⁽¹¹⁾ OECD, Artificial Intelligence in Science, Challenges, Opportunities and the Future of Research, 2023

⁽¹²⁾ The European Commission and the European Space Agency have launched a joint initiative on Earth System Science

⁽¹³⁾ COM(2021)350: Updating the 2020 New Industrial Strategy: Building a stronger Single Market for Europe's recovery

⁽¹⁴⁾ COM(2023) 161: Net-Zero Industry Act; COM(2023) 160: Critical Raw Materials Act; COM(2020) 98: A new Circular Economy Action Plan

⁽¹⁵⁾ COM(2018)283: On the road to automated mobility: An EU strategy for mobility of the future

framework for ongoing and planned R&I initiatives such as the implementation of the partnership on Connected, Cooperative and Automated Mobility.

Specific objective 2.2: The revitalised European Research Area sets directions for societal, economic and ecological transitions in Europe and contributes to spreading excellence, closing research and innovation gap and working out a common global response to emerging challenges

The implementation of the **ERA Policy Agenda 2022-2024**⁽¹⁶⁾ remains an overarching objective for DG R&I in 2024. The introduction of a new ERA monitoring mechanism (policy platform, reports, scoreboard, etc.) enables a better overview of major achievements and remaining gaps in the implementation, thus allowing DG R&I, member states and stakeholders to prioritise their efforts.

One of the challenges requiring a special attention is the so-called R&I divide⁽¹⁷⁾. Hence, an analysis **on widening** will provide an assessment of the effectiveness of widening actions. The document will fuel the discussions in the Council and Parliament and provide the basis for a dedicated session during the R&I Days 2024. **New evidence based widening actions** could be initiated following this exercise. An avenue currently being explored concerns for instance a service facility to support the development of grant offices and research management entities to empower widening institutions for taking consortium leadership roles.

A special effort will be dedicated to implement the package on research careers. Following the adoption of a dedicated Council recommendation by the end of 2023, **a pilot action focusing on early-stage researchers** will be integrated to the WIDERA part of the Horizon Europe 'main' work programme 2023-2024 to support consortia of employers of researchers implementing the corresponding principle. Other actions linked to the package on research careers for 2024 comprise the creation of an **observatory on research careers** in collaboration with the OECD, the promotion of ResearchComp (the new competence framework for researchers) and the finalisation of the **ERA Talent Platform** bringing together existing tools supporting research career development in Europe (EURAXESS, RESAVER and HRS4R). A **mutual learning exercise** will be organised for fostering the exchange of policy recommendations between member states.

⁽¹⁶⁾ As part of the Council conclusions on the governance of the ERA (14308/21)

⁽¹⁷⁾ Referring to a significant gap between Member States regarding innovation inputs and outputs as highlighted by the European Innovation Scoreboard (EIS) 2023

Fostering open science and ensuring an EU copyright framework fit for research are key actions of the ERA Policy Agenda 2022-2024. Hence, to enable the open sharing and re-use of digital research outputs, in 2024 the **European Open Science Cloud (EOSC)** services will be progressively deployed, including **thematic demonstrators** and use cases, to support a federation of FAIR data⁽¹⁸⁾ and research services, including **AI services for FAIR data**. Moreover, an **extended monitoring tool** will provide policy intelligence on the uptake of open science. The results of a **study evaluating the effects of the EU copyright and data legislative framework on research** will be presented. It will highlight the potential of legislative and non-legislative measures to improve open access to publicly funded scientific publications and connected datasets.

To improve the sustainability, accessibility and resilience of research infrastructures, and based on the third ERIC report⁽¹⁹⁾ published in August 2023, DG R&I will coordinate the preparation of **strategic orientations on Research Infrastructures**. This



includes, inter-alia, a **revision of the Charter for Access to Research Infrastructures** and a contribution to the new **ESFRI analysis of the European landscape of research infrastructures**.

In 2024, DG R&I will work towards a European approach on **Technology Infrastructures⁽²⁰⁾**, delivering four sets of reports gathering evidence on national strategies, policies and investment plans, mapping existing infrastructures and their services, as well as analysing access conditions, models and barriers. This will start with the mapping of **Technology Infrastructures in selected priority areas**, such as advanced materials, and clean and renewable energy technologies.

DG R&I will also contribute to the preparation of the **ERA Policy Agenda 2025-2027** especially by organising a dedicated Conference in 2024 and by participating to the work of the ERA Governance.

Despite its huge potential for informing policymaking, accessing scientific knowledge can prove challenging⁽²¹⁾. Therefore, DG R&I will develop a **European Science for policy (S4P) ecosystem** increasing the sharing of existing knowledge and best practices across Europe.

⁽¹⁸⁾ The acronym FAIR stands for Findable, Accessible, Interoperable and Reusable.

⁽¹⁹⁾ COM(2023) 488: Third Report on the Application of Council Regulation (EC) No 723/2009 of 25 June 2009 on the Community legal framework for a European Research Infrastructure Consortium (ERIC)

⁽²⁰⁾ Technology Infrastructures provide Research & Innovation, testing and experimentation services to support and facilitate industrial R&I, development of new technologies and help to scale-up products, processes and services before entering to market.

⁽²¹⁾ SWD(2022) 346: Supporting and connecting policymaking in the Member States with scientific research

This new Science for policy (S4P) initiative will help bridging the gap between scientists and policymakers and enable a mutual learning between EU Member States and associated countries, thus providing a new way for working out common global responses to emerging challenges. DG R&I will also continue the development of **'feedback to policy'** actions in collaboration with the Executive Research Council Executive Agency (ERCEA) to valorise the results of ERC-funded research.

Specific objective 2.3: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies

The **New European Innovation Agenda (NEIA)**⁽²²⁾ is the main policy framework to boost innovation made in Europe. Therefore, DG R&I will prepare a **report on the implementation of the NEIA** highlighting the state of play and identifying possible new avenues for innovation policy. In addition, DG R&I will provide impulses for the work of the **EIC Forum**⁽²³⁾. With the announcement of the first Regional Innovation Valleys, an important milestone of the NEIA will be reached in 2024. Building on this success, DG R&I will prepare a proposal for the creation of additional Regional Innovation Valleys.

In accordance with the objectives of the NEIA, DG R&I has initiated an **Innovation-Friendly Regulations Advisory Group (IFRAG)** for delivering advice on public sector regulations that may be impacted by emerging virtual worlds technologies. The main findings of the IFRAG will be published in a dedicated report in 2024.

DG R&I has established a **structured dialogue with the European Investment Bank (EIB)**. This channel will enable to consider a better use of the InvestEU advisory for identifying funding opportunities for promising innovative companies deploying technologies resulting from Horizon Europe funded projects. To support the scaling up of promising green technologies, it will also ensure the smooth implementation of the dedicated **Catalyst partnership** in coordination with the EIB, Breakthrough Energy Catalyst and DG CLIMA

In 2024, **the EIC Fund will move from direct to indirect management**. This new configuration will ensure that the EIC can operate on a sustainable basis, in line with its legal base, for supporting the scaling-up of SMEs with breakthrough and disruptive technologies. Since policy relevant actions such as the support to Ukrainian innovative startups and SMEs, the promotion of the participation of widening countries and women innovators, or the expected new compartment of the EIC Fund as potential outcome of the initiated STEP legislation to invest larger amounts in strategic technologies will be implemented in 2024, DG R&I will closely **monitor the implementation of the EIC Work Programmes 2023 and 2024**. Furthermore, **an EIC pre-accelerator scheme targeting SMEs and start-ups**

⁽²²⁾ COM(2022) 332: A New European Innovation Agenda

⁽²³⁾ The EIC Forum is a platform composed of representatives of the EU-Member States and Associated Countries for exchanging best practices and coordinating national innovation policy initiatives.

from widening countries is currently being developed. A pilot action will be launched with the aim to improve the participation of widening countries.

General objective 3: AN ECONOMY THAT WORKS FOR PEOPLE

The following developments provide an overview of R&I initiatives and activities related to general objective 3 (performance table, page 60)

Specific objective 3.1: Research and innovation actions, increased R&I investments and the R&I component of the European Semester boost economic growth and jobs creation

2024 will be a critical year for the expansion of our offer of services to **boost and connect Horizon beneficiaries on their path from lab to market**. The two main novelties will be the launch of **the Horizon Results Boosters II services**, with enhanced support both towards our beneficiaries and to the Commission services; and the evolution of the Horizon Results Platform **towards a fully-fledged marketplace**, serving both specific EIC Marketplace needs and the rest of the Horizon Programmes beneficiaries. Altogether, these evolutions will allow to increase our impact in market value creation, but also to prepare and pilot further evolutions in view of the next Framework Programme (FP10).



Advanced materials are key to the innovative solutions needed for the transition to a green and digital age. Likewise, the reduction of **our dependencies on critical raw materials** depends on a strong European materials science. Materials efficiency will be a game changer in this respect. While the EU is a leader in advanced materials technology second only to Japan, this position is eroding. A strong, coherent and inclusive materials ecosystem in Europe is the essential enabler for EU technological leadership in next generation materials that are safe, sustainable and fit for the circular economy. To accelerate design and development of new materials, a better use of digital tools and optimised data access is required throughout the R&I pipeline and faster access to market must be enabled. With that aim the Commission will adopt a Communication on **advanced materials for industrial leadership** and DG R&I will in close cooperation with DG GROW launch a set of follow up actions.

Following the 2022 Council Recommendation on **the Guiding Principles for Knowledge Valorisation**, DG R&I is implementing several actions to enable Europe to fully capitalise on the investments in research and innovation. In 2024, the DG will:

- deliver a **code of practice for industry-academia co-creation** and on a **code of practice for citizens' engagement for knowledge valorisation** as Commission Recommendations;
- develop indicators and metrics for **Knowledge valorisation policy**;
- publish the final report of the **Mutual Learning Exercise (MLE) on knowledge valorisation**;

- organise **Knowledge Valorisation Workshops** to discuss valorisation practices from stakeholders and propose ways to address the deployment of research and innovation results;
- bring the **awareness raising campaign** on knowledge valorisation to at least 6 more Member States.



Industry 5.0 is a concept set out by the European Commission and DG R&I, a vision for a more human-centric, sustainable and resilient European industry, capable of realising its essential role in and contribution to the transition towards more digitally advanced, inclusive and regenerative economy and society. In 2024, DG R&I will coordinate a **Community of Practice**

of stakeholders to accelerate implementation of Industry 5.0 at enterprise and ecosystem levels. In addition, the DG will launch a renewed **Industry 5.0 Award** expanding its scope to the enterprise level, including deep-tech start-ups.

DG R&I will prepare an **investment review** to showcase the outcome of European industry R&I projects under the cluster “Digital, Industry and Space”, their positive impact in society and how industry is at the forefront to speed up the right path towards decarbonisation and the digital green and digital transition. The report will analyse the R&I contribution to policy targets and the future trends to build the industrial policy for the future.

The DG will continue contributing to the successful implementation of the **R&I related investments and reforms in RRP (Recovery and Resilience Plans)** through the analysis and discussion of the agreed milestones and targets. In addition, it will carry out a **mid-term study on the impacts of the R&I measures in the RRP** on EU objectives in order to enhance our policy learning, as the RRF represents a policy innovation linking investments and reforms. The DG will also work on contributing to the **European Semester⁽²⁴⁾** with the preparation, analysis and elaboration of possible recommendations related to the R&I dimension of the 2024 spring package (including, possible **R&I Country Specific Recommendations and R&I coverage in Country Reports**). Relevant input on

⁽²⁴⁾ The European Semester is the European Union’s framework for the coordination and surveillance of economic and social policies.

the R&I dimension in the **Annual Sustainable Growth Survey 2025** will be prepared with an input paper focused on the role of R&I for competitive sustainability.

The **Policy Support Facility (PSF)** will continue supporting peer R&I policy learning through a set of **Mutual Learning Exercises** notably in view of topics supporting the implementation of the ERA Policy Agenda and addressing key R&I challenges. In addition, expert support for designing and implementing structural reforms will continue through the PSF Country.

Following the successful implementation in the last two years of more than 10 bilateral **Enhanced Dialogues**, DG R&I will seek and continue engaging in these Enhanced



Dialogues with new Member States, such as Germany, Poland, Portugal, Denmark or Bulgaria, and following up on previous exercises to help implement and identify new areas of collaboration. Building on the ongoing work on the **Expert Group on the Network of R&I policy makers and Managing Authorities (RIMA)**, these dialogues will also address the implementation of **synergies between Horizon Europe and European Regional Development Fund**.

To reinforce the role and impact of a European **Cultural and Creative Industries (CCI)** for growth and competitiveness as well as for a sense of belonging and wellbeing of our societies, a high-level **CCIs political event** will be organised in the summer 2024. In the context of the event a **policy paper on the CCIs will be published**, which will be elaborated in cooperation with the European University Institute.

DG R&I will publish the 2024 edition of **the European Innovation Scoreboard and Regional Innovation Scoreboard**. The Scoreboards provide a comparative analysis of the innovation performance of the European Member States, their regions and other European and selected third countries with the aim to support with evidence the design, implementation and monitoring of innovation policies.

“To build an economy that works for people, and to reach the Green Deal objectives, we need to make sure our analysis of economic performance adequately captures the environmental and social dimension of economic policy. Building on our earlier efforts to integrate social and environmental indicator scoreboards in the context of the European Semester and to integrate socio-environmental concerns in the national accounts

framework, DG R&I aims to contribute to possible new approaches to measure and evaluate progress and prosperity with a view to ensuring that our economy contributes to the wellbeing of current and future generations in a sustainable way.”

DG R&I will continue providing **economic and statistical analysis to support policy initiatives of the Commission** on a range of topics related to R&I policy, such as the green and digital transitions, transformative R&I policies, technological sovereignty, innovative capacity, productivity and business dynamism, also in relation to Horizon Europe and its future. These analyses will be valorised and disseminated through publications in the R&I paper series of DG R&I and will feed into the **preparation of the 2024 edition of the Science, Research and Innovation Performance of the EU report (SRIP)**. These activities will be underpinned by the work of the **ESIR High Level Expert Group**, exploring the ways to boost European R&I policy's capacity to deploy innovative solutions, technologies and frameworks **to deal with future crises**. **Additional exploratory studies** will improve the evidence base for policy interventions related to the objectives of the new European Innovation Agenda. DG R&I will also support **foresight activities** that inform the future of the EU, including European R&I policy.

General objective 4: A STRONGER EUROPE IN THE WORLD

The following developments provide an overview of R&I initiatives and activities related to general objective 4 (performance table, page 68)

Specific objective 4.1: Regional research and innovation strategies and broader association policy contribute to promoting common European R&I values and creating a global Research and Innovation Space

In 2024, DG R&I will ensure the implementation of **the European Economic Security Strategy⁽²⁵⁾** in the field of Research and innovation, in line with the **EU's Global Approach to Research and Innovation⁽²⁶⁾**. In this context, DG R&I will promote EU's leadership and competitiveness through Horizon Europe by investing in strategic technologies that are critical for economic security. DG R&I will bolster research security by strengthening safeguards in Horizon Europe and by promoting measures through a proposal for a **Council Recommendation on research security** aiming at raising awareness and building resilience at national and sectoral levels, including a due diligence database to help European Higher Education Institutions and Research Performing Organisations assess risks and opportunities in international collaborations. As many technologies that are critical for the EU's economic security have a dual-use potential, it will be essential to harness this potential. Therefore, DG R&I will present a **White paper on enhancing R&D support involving technologies with dual-use potential**. The document will present options to mobilise EU

⁽²⁵⁾ JOIN(2023) 20: European Economic Security Strategy

⁽²⁶⁾ COM(2021) 252: Global Approach to Research and Innovation

funding programmes to foster dual use applications in the context of geopolitical challenges outlined in the European Economic Security Strategy. It will initiate an **open public consultation** on how to maximise research and development of dual-use technologies in current and future EU funding programmes. DG R&I will reinforce partnering with the broadest possible range of countries, by facilitating an international ministerial conference on the multilateral dialogue on values and principles for international science cooperation and by enhancing dialogue with key partners that share the EU's economic security concerns, in particular as part of future association negotiations and joint steering committee meetings in the context of international science and technology agreements, and within the G7.



In 2024, DG R&I will coordinate and monitor the delivery of the EU's Global Approach to Research and Innovation across the Commission and with the Member States, in close

cooperation with the ERA subgroup on the Global Approach to Research and Innovation. The Subgroup will be actively involved in the formulation of priority actions within its remit for the next ERA policy agenda 2025-27.

To bring the strategic work on the Multilateral Dialogue on principles and values for international cooperation in research & innovation to a higher level, DG R&I will work with the Belgian Presidency to prepare an **international ministerial conference** in February 2024. The conference aims at providing recognition and endorsement at political level by Member States and international partner countries of the outcome of the Multilateral Dialogue based on all the preparatory work carried out to date.

Following the debates at the informal Competitiveness Council in July 2023 and at **the first European Science Diplomacy Conference** in December 2023, DG R&I will continue fostering European science diplomacy in cooperation with the European External Action Service through dedicated working groups involving the relevant stakeholders. . In the context of the conflict in the Middle East, DG R&I will focus on supporting the development of regional dialogues and **R&I cooperation in the Middle East and North Africa (MENA)** region in the framework of science and climate diplomacy, and contribute to the creation of the Global Science Diplomacy (SD) Network EU Agenda in support of global challenges.

To enhance the Unions' crisis preparedness in relation to global warming and climate change, the **European Polar Coordination Office** will be established by the end of 2024, and in September 2024 DG R&I will organise the European Polar Science Week in Copenhagen with the European Space Agency.

Bilateral and multilateral cooperation with strategic partners around the world will continue, through policy dialogues (such as the annual Joint R&I Committee meetings with Associated Countries) and targeted actions under Horizon Europe Work Programmes, also to support the association of Third Countries to Horizon Europe. The DG will also ensure a coordinated approach in multilateral R&I initiatives, such as the **All-Atlantic Ocean Research Alliance or Mission Innovation**.

Cooperation with the **United States** as a key partner country in R&I will continue to be reinforced both bilaterally in areas of common interest agreed by the EU-US Joint Consultative Group and EU-US Energy Council, and multilaterally notably in the fields of marine with the All Atlantic Ocean Research and Innovation Alliance, energy through Mission Innovation, and health within a number of international platforms. Additional guidance on R&I priorities will support the exchanges within **the Trade and Technology Council (TTC)** and DG R&I will enhance its collaboration with the new TTC and the new Green Tech Alliance.

As regards to **China**, the DG will continue the remodulation in engagement with China in line with wider geopolitical priorities and Commission objectives and advance on the Joint Roadmap for the Future of EU-China cooperation in Science, Technology and Innovation, focussing on reaching a level playing field and reciprocity in research and innovation. Cooperation with China should take place in areas of mutual interest. The DG will also continue work in the context of the EU Knowledge Network on China (EU KNOC), to further develop and seek better alignment of our R&I engagement with China at European, national and sectoral levels.

In line with the Comprehensive Strategy for **Africa**, the focus will be on implementing the African Union (AU)-EU joint Innovation Agenda adopted on 19 July 2023. The Agenda aims at transforming the EU's and AU's innovative capacities for fostering sustainable jobs and growth, the green transition, innovation, technological development, as well as increasing the focus on public health and build up additional capacities in science. The implementation will rely on EU instruments such as Horizon Europe, the Global Gateway and the promotion of a Team Europe approach. Additionally, the EU will continue to collaborate via the Long-Term **Joint EU-African Union Research and Innovation Partnership on Renewable Energy**, including extending its scope to renewable hydrogen. Moreover, the Mission Innovation Clean Hydrogen Mission, which the Commission co-leads, will support non-Mission Innovation countries in developing **local and regional Hydrogen Valleys, also in Africa**, in line with its goal of establishing at least 100 Hydrogen Valleys across the globe by 2030.

DG R&I will continue to support the implementation of **the Union for the Mediterranean** R&I Ministerial Declaration of 2022 and the adopted R&I Roadmaps on health, renewable energy and climate change mainly pursuing the promotion of the targeted actions open in 2024 under the 'Mediterranean Initiative' in Horizon Europe and co-creating and launching a one-stop-shop Platform for the benefit of the large R&I multi-stakeholders' community in the Region. The DG will continue to ensure the extension of the active duration of the **Partnership for Research and Innovation in the Mediterranean Area (PRIMA)** from 2025 to 2027 by amending the PRIMA Decision. It will further negotiate exchanges of letters constituting international agreements with non-associated third countries that are PRIMA

Participating States to extend to them the new rights and obligations of the revised PRIMA Decision.

Following the renewal of **the EU-Latin America and Caribbean (LAC)** partnership at the EU-LAC Summit in 2023, DG R&I will step up dialogue and cooperation with the region. A new initiative under Horizon Europe will be developed through a series of dedicated topics in the work programmes for 2025. These actions will strongly contribute to the current political priority of deepening the relations between the EU and LAC.

DG R&I will focus on stepping up cooperation with **India** through the Trade and Technology Council (TTC) aimed at facilitating collaboration in trade, security, and trusted technology issues in the field of green technologies and clean energy, specifically waste to energy, e-mobility and battery performance and recycling and standardisation.

DG R&I will continue **the preparation of Horizon Europe Association Agreements** with eligible newcomer third countries. Association is the closest form of cooperation in Science, Technology and Innovation (STI) with countries outside the European Union. Following the association of New Zealand to Horizon Europe in 2023 as a first partner country that is not geographically close to the EU, the DG will focus on implementing and showcasing the benefits of association. In 2024, the Commission will continue the association process with other **newcomer category “d” third countries**, such as Canada and South Korea. It also aims to open formal negotiations with countries such as Japan, Switzerland and Singapore. Regarding Canada, the goal for 2024 is to sign the framework agreement on the terms and conditions for Canada’s participation in EU programmes, including its association agreement to Horizon Europe. With South Korea, association negotiations started in 2023 and will continue in 2024, with a view to enable South Korea to associate from 2025.

In the EU neighbourhood, an agreement was reached in September 2023 on **the UK’s association** to Horizon Europe, as of 1 January 2024. 2024 will thus become a key year in ensuring a smooth association of the UK to the programme. In addition, association negotiations are expected to open with **Switzerland** on Horizon Europe and other relevant EU programmes in the first half of 2024, and if so, the work will focus on their possible conclusion in 2024. With newcomer category “c” countries, the DG will assess the association perspective of Morocco and is expected to launch exploratory talks and possible association negotiations with additional ENP countries such as Egypt, which has expressed informal interest in association.

The implementation of **the Western Balkans (WB)** Agenda for Research, Innovation, Education, Culture, Youth and Sports is based on a co-creation process involving the services of JRC, EAC and R&I as well as other relevant services in NEAR, AGRI, GROW, CNECT, REGIO. It continues contributing to the economic development, regional cooperation, and strengthening the innovation capacity of the WB partners. In 2024, the focus will be on mitigating the impact of the energy and economic crisis through boosting innovation efforts and on contributing to **the WB ministerial meeting** foreseen in the first half of 2024.

The R&I dimension of **the Eastern Partnership (EaP)** aims at boosting the innovation capacities of EaP partners by intensifying their integration with the EU R&I systems – including EU Missions and Partnerships, which will continue in 2024. To achieve this, top 10 targets and five R&I post-2020 priorities were incorporated in 2021 in the EaP’s revised architecture. Some of these top 10 targets outline tangible outcomes to be measured against specific indicators to measure progress undertaken in the partners’ R&I ecosystems.

DG R&I will continue to support the **development of regional dialogues** and R&I cooperation in the framework of science and climate diplomacy and contribute to the creation of the Global Science Diplomacy Network EU Agenda in support of global challenges, and in line with the Global Approach to Research and Innovation Strategy.

The second **EU-Türkiye** High-Level Science, Research, Technology and Innovation Dialogue meeting will be organised in the first part of the year with a focus on subjects pertinent for both sides, such as green and digital transitions, innovation, green hydrogen, clean steel, Industry 5.0, role of SMEs, smart and climate neutral cities, new Bauhaus, reconstruction efforts in the Earthquake region. It is an opportunity to highlight the top R&I priorities of the EU and seek alignment and collaboration from Türkiye, considering also its industrial strengths.

Support to Ukraine

DG R&I will continue to develop the cooperation with **Ukraine** and supports its **R&I capacity** in a targeted manner. For 2024, the key objective is to effectively implement the dedicated support measures for Ukraine and facilitate Ukraine’s participation in the Horizon Europe/Euratom calls, e.g., with the help of the efficient running of the **Horizon Europe Office in Kyiv** that became operational in the autumn 2023 and the holding of the second Joint Committee meeting under the association agreement. In line with the evolving political context and discussions, DG R&I will continue to coordinate with the Member States and advocate for the role of R&I in the political and operational frameworks linked to Ukraine’s recovery and reconstruction. The DG will also work with the central services on the possibility ensuring Ukraine can continue to benefit from the suspension of its financial contribution obligation for participation in the Horizon Europe/Euratom Association Agreement.

DG R&I plans to launch a second project to support the diversification of nuclear fuel for VVER reactors in EU and Ukraine and to reduce dependence on Russian nuclear fuel. Following the war in Ukraine, the Euratom Work Programme 2021-2022 has been amended to include a new call topic on this subject. The second Euratom-funded project in this field should help ensuring the highest nuclear safety standards for deployment of alternative fuel and increasing security of supply.

General objective 5: PROMOTING OUR EUROPEAN WAY OF LIFE

The following developments provide an overview of R&I initiatives and activities related to general objective 5 (performance table, page 69)

Specific objective 5.1: Research and Innovation develop and deploy solutions, technologies and innovations to tackle emerging threats and improve crisis preparedness

As Highlighted by the 6th IPCC report⁽²⁷⁾, global warming is changing the climate system and increasing the risk and likelihood of abrupt changes. Therefore, DG R&I will improve the Unions' crisis preparedness by **enhancing the understanding of the interaction of different environmental systems and activities**, mostly through the implementation of the Work Program of Cluster 6.

A lesson learned from the COVID-19 pandemic is the necessity to build up resilience and therefore strengthen the means for crisis preparedness. For this purpose, DG R&I is highly engaged to make the EU an attractive place to conduct clinical trials. Together with the European Medicines Agency (EMA), the Health Emergency Preparedness and Response Authority (HERA) and DG SANTE, DG R&I **co-leads a major policy initiative for improving the coordination of prioritisation and funding of clinical trials in response to a public health emergency**. This is reflected by DG R&I's role as chair or co-chair (role to be confirmed) of a dedicated "Coordination Committee" (sub-group of the HERA board). The Coordination Committee will rely on key findings of the Partnership on Pandemic Preparedness for ensuring the readiness of European clinical trial networks to respond to public health emergencies. Policy outcomes of this work will be presented at an event organised by the Belgian Presidency of the Council **"Europe united against old and new pandemics"** on preparedness research.

Specific objective 5.2: Research and innovation support the European health initiatives, including the European plan to fight cancer

In the context of the implementation of the Cancer Mission and the Europe's Beating Cancer Plan⁽²⁸⁾, a **policy brief on recommendations for quality health and care practices in the area of palliative care** will be developed. Building on the conclusions of the **Conference on palliative care for cancer patients**, that DG R&I will organise with relevant stakeholders in 2024, it will highlight specific R&I needs. The policy brief will identify relevant policy actions to be implemented at European level and support the policy discussions with Member States and relevant stakeholders gathered in the dedicated "Beating Cancer Stakeholder Contact Group of the health policy platform⁽²⁹⁾.

⁽²⁷⁾ Synthesis Report of the IPCC sixth assessment report (AR6)

⁽²⁸⁾ COM(2021) 44: Europe's Beating Cancer Plan

⁽²⁹⁾ The EU Health Policy Platform is a communication and cooperation forum between the European Commission and health organisations.

As highlighted in the Communication ‘A comprehensive approach to mental health’⁽³⁰⁾ mental health is both a social and an economic imperative. Therefore, DG R&I will draft a **report on good practices identified through R&I in improving mental health** as well as a policy brief on **Arts and Culture for well-being, mental health and inclusion**.

The COVID pandemic has shown us of how fragile our societies are and has been a painful lesson of the realities of “One Health”⁽³¹⁾. To inform future policies on one health, the Scientific Advice Mechanism will develop a **scientific opinion on “Cross sectoral evidence-based governance for one health”**. The opinion will address different aspects relevant for defining new policies such as identifying EU policies which could significantly benefit from the implementation the One Health approach and defining tools and leverage points for building capacities, planning, and implementing One Health in Europe.

General objective 6: A NEW PUSH FOR EUROPEAN DEMOCRACY

The following developments provide an overview of R&I initiatives and activities related to general objective 6 (performance table, page 72)

Specific objective 6.1: European research and innovation support citizens’ involvement, social inclusion and equalities in Europe, including through communication of the European R&I added value

DG R&I’s key policy initiatives will be systematically accompanied by **specific communication actions** to properly inform all relevant stakeholders as well as the general public. This will bring the actions launched by the DG to the attention of relevant stakeholders and ensure an increased visibility of the EU’s support to foster R&I in Europe. In March, the **European Research and Innovation Week** will gather stakeholders, citizens and policymakers to shape the R&I landscape, working across policies, spurring innovation and triggering investments in a reshaped and renewed version.

To highlight the benefits of supporting R&I at European level over the years, it is essential to take stock of the main achievements and emphasise where it can make a difference. In 2024 the European Union’s Framework Programme for R&I will **celebrate its 40 years anniversary**. This will be the opportunity to highlight the main outcomes of the 40 years support to R&I at European level, in particular during the **European R&I Days**. Based on hundreds of inspirational stories about results achieved across these years, DG R&I will elaborate **40 success stories** showing some of the main outcomes of the EU’s Framework Programme. These stories will be extensively used throughout 2024 in all DG’s communication actions. The leading concept will work around concrete solutions brought to

⁽³⁰⁾ COM(2023) 298: A comprehensive approach to mental health

⁽³¹⁾ The concept of “One Health” consists in an integrated approach for considering the health of people, animals and ecosystems.

life thanks to the Framework Programmes, and on their added value in improving people's lives.

In 2024 DG R&I will continue to support the implementation of the European Democracy Action Plan and to shape the EU policy for democracy. It will issue an expert report on **fragilities of democracy in the EU and its neighbourhood** with **policy recommendations**



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drawing on results of H2020 research projects, to facilitate science-based policy-making for the future of democracy in Europe.

As a contribution to the implementation of the European Research Area (ERA) policy agenda

2022-2024 Action 5 (Promoting gender equality and fostering inclusiveness)⁽³²⁾, to the EC Gender Equality Strategy 2020-2025⁽³³⁾, as well as to the EU Strategy for Universities⁽³⁴⁾, DG R&I will publish the triennial **She Figures report 2024**. The statistical report monitors and provides enhanced analysis of the state of gender equality in R&I, including a new index allowing for cross-country comparison, supporting evidence-based policy making at EU and national levels.

To implement the European Research Area (ERA) policy agenda on inclusive gender equality developed with Member States, Associated Countries and Stakeholder organisations through the ERA Forum's subgroup on Action 5, DG R&I will publish the proposed **Strategy to counteract gender-based violence including sexual harassment in the European R&I system**, as a well as principles for the **integration and evaluation of the gender perspective in R&I content** in cooperation with national Research Funding Organisations.

DG R&I will also continue supporting and monitoring the implementation of the strengthened **gender equality provisions in Horizon Europe**, including the eligibility criterion on Gender Equality Plans (GEPs), and the mandatory integration of the gender dimension in Research and Innovation content. Key deliverables in 2024 will be the **second edition of the EU Award for Gender Equality Champions** to high achieving GEP-implementing academic and research organisations, and the first full **roll-out of the random compliance checks** with the GEP eligibility criterion conducted via the executive agencies.

In early 2024 the European Parliament adopted a legislative initiative resolution on the **freedom of scientific research**, requesting the Commission to present a proposal in this

⁽³²⁾ ERA Policy Agenda: Overview of actions for the period 2022-2024

⁽³³⁾ COM(2023) 152 final: A Union of Equality: Gender Equality Strategy 2020-2025

⁽³⁴⁾ COM(2022) 16 final: A European Strategy for Universities

area ⁽³⁵⁾. The DG will therefore examine the measures that might be necessary and appropriate to respond to the European Parliament’s resolution. DG R&I will continue to support the **active engagement of citizens in science**, and a **Mutual Learning Exercise** will collect lessons and best practices from ERA countries and provide recommendation with a view to boost public engagement.

In 2024 Katowice will be the **European City of Science**. Along with activities organised by the city (such as the EuroScience Open Forum – ESOF), DG R&I will coordinate two major events contributing to the ERA Action 14 “Bring science closer to citizens”: the **European Union Contest for Young Scientists (EUCYS)** and the **EUTalentOn**.

General objective 7: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION

The following developments provide an overview of R&I initiatives and activities related to general objective 7 (performance table, page 73)

Specific objective 7.1: The Common Implementation Centre and Common Policy Centre⁽³⁶⁾ provide user-friendly services and tools to the European Commission for effective and efficient planning, programming and implementation of the Research and Innovation Framework Programme and other EU programmes

In 2024, the Common Implementation Centre and Common Policy and Programming Centre will make sure that the **implementation of Horizon Europe and the Euratom** programme run smoothly and contribute to delivering on EU priorities. DG R&I will place a particular focus on the **accessibility of European R&I Programmes** to all type of actors and simplifying the **management of projects at all stages**. Therefore, the DG will prepare a set of actions to improve the communication of funding opportunities, simplify the grant management, clarify the monitoring of projects, and improve the dissemination of R&I results.

In 2024, **the Common Implementation Centre (CIC)** will continue to deliver implementation services for DG R&I, the research family and beyond, focusing on its main initiatives: Simplification, client centricity, legal robustness and control, coordination and synergies in funding bodies and Executive Agencies, as well as providing state of the art and fully digitised grant management systems.

Most importantly, in 2024 we will deliver **on simplification** in Horizon Europe through the

⁽³⁵⁾ Article 225, Treaty on the Functioning of the European Union

⁽³⁶⁾ The Common Policy Centre (CPC) and the Common Implementation Centre (CIC) provide the framework for policy planning, programming and implementing the Research & Innovation framework programme. The overarching priorities are simplification, harmonisation, and equal treatment of beneficiaries, which result and enter in the concept of a modern, high performing and sustainable Commission. This is achieved through optimised tools and processes, including for partnerships, missions, synergies, feedback to policy-making, and the exploitation of results.

roll out of **simplified cost options** (lump sum and unit costs) in all Pillars of the programme, including the preparation of adapted tools, documentation, guidance and information, and follow-up of recommendations from the European Court of Auditors.

We will also drive **client centrality** in implementation through the Client Centrality Project, further improving the way we deliver on client needs via a fully revamped Funding & Tenders Portal offering an improved user experience, including AI-powered functionalities for search and recommendations of funding opportunities. We will also start developments of the **EU Grants mobile application** to expand our client service portfolio. A centralised newsroom will ensure client centrality and synergies in implementation-related outreach activities. Overall, these initiatives will meaningfully contribute to increasing the accessibility of our programme for the users by allowing better discoverability and transparency of funding opportunities, reducing the complexity of (financial) grant management, and allowing streamlined digital processes along the entire grant lifecycle.

DG R&I will intensify its effort to improve **the reporting of Framework Programme data and indicators**, to better support policy monitoring, and to comply with an overall strategy, establish an appropriate Data Governance and Data Quality Framework. This work will be supported by the roll-out of a risk-based data control framework applicable to IT tools and data flows aiming at improving the data quality on **the short-term Key Impact Pathways**. **Quality data** will support the needs of political expectations towards performance of the framework programme by feeding a dedicated reporting solution that will be developed to report on the values for climate or other trackers. DG R&I will also refocus its activities to develop a framework that implements the corporate principles of data governance.

The **CIC's Common Legal Support Service** will ensure legal and drafting support when requested by central services in further developing the corporate (Annotated) Model Grant Agreement. Most importantly, this ensures the Commission's compliance with its legal obligation to provide timely guidance for beneficiaries according to Article 7(1) of the Horizon Europe Regulation. In addition, our implementation policy involves striving for a similar standard of timely guidance as in previous programmes, which is under scrutiny by Horizon Europe stakeholders (National Contact Points) and the European Parliament. Finally, offering clear guidance on the grant agreement obligations will contribute to error rate reduction.

The CIC, via its **Common Audit Service**, will also continue its provision of assurance and control. This will be done mainly through the implementation of **the Annual Audit Plan 2024 for Horizon 2020, Horizon Europe, Euratom and RFCS**. Through ex-post financial audits, we are contributing to the legality and regularity of R&I expenditure for concerned programmes. Following the adoption of the new risk-based audit strategy, we will launch the first audits on Horizon Europe expenditure at the end of 2023, with first audit results expected in 2024. Additionally, the first common representative sample of Horizon Europe expenditure is planned to be drawn in 2024, allowing for a calculation of a representative error rate for the programme. The Common Audit Service will also steer the implementation

of the updated **Research family Anti-Fraud Strategy (RAFS)** action plan: The CIC will lead the implementation of the 2023 Anti-Fraud Action Plan in the R&I family, ensuring efficient and effective control, coherence and harmonisation in the protection of the Horizon Europe Framework Programme against fraud. Actions to be implemented within the Fraud and Irregularities in Research (FAIR) Committee, will focus on raising awareness on fraud prevention and detection through training sessions based on updated materials, as well as a common approach, collaboration and exchange of information in the R&I family.

The CIC will ensure **supervision and evaluation of Executive Agencies** by refining the framework of supervision for Executive Agencies under Horizon Europe, further operationalising existing provisions and by introducing common approaches to assess organisational performance. We will also procure, launch and coordinate the evaluation to assess the operations of Executive Agencies for the period 2021-2024. We will also continue deepening synergies and collaboration among Joint Undertakings.

Maintenance and improvement of the eGrants system for fully digitised grants management will continue and will ensure business continuity, further improvements and integrations and progressing on the onboarding of further grant-based programmes. We will ensure a high level of cyber-security standards and quality of service desk support. The CIC will also start work on the corporate indirect management solutions for the next MFF.

Additionally, we will prepare the **eGrants system** for the next MFF by integrating state-of-the-art technologies (e.g. cloud and AI) and modernising its architecture, ensuring higher automation, flexibility and modularity, as well as reinforcing the system's client-centric approach.

The CPC will continue to coordinate in 2024 the preparatory work on the **next Framework Programme for research and innovation (FP10)**. The aim is to create an integrated understanding of the various building blocks of the next framework programme in view of its use in exercises like the interim evaluation of Horizon Europe, the impact assessment of FP10, the contribution to the work of the European Research Area and Innovation Committee and the preparation of the Commission proposals.

The CPC will implement important steps in **the interim evaluation of Horizon Europe** and will present the Horizon 2020 ex-post evaluation to the other institutions, in view of Council Conclusions under Belgian Presidency. In parallel, five external evaluation studies will prepare evidence for the interim evaluation of Horizon Europe in early 2025. The evidence will inform the work of the high-level expert group on Horizon Europe interim evaluation over 2024.

The CPC will also support an **impact and policy driven budget management**, by providing a co-created R&I budget for 2025 at the level of ambition set by the legal acts, the Horizon Europe strategic plans and the "main" Work Programmes 2023-2024 and 2025. It will provide timely solutions for any emerging priority impacting the R&I budget, ensuring the **budget coherency of all budgetary decisions for 2024 and 2025** with the agreed R&I

investment plan 2021-2027. It will also support an optimal implementation of the 2024 budget of the Horizon Europe and Euratom programmes. Further analysis from a budget perspective will be carried out to prepare the budgetary aspects of the new FP10 Programme and to the preparation of the budgetary aspects of the Euratom Programme 2026-2027.

Preparation of rationalisation plans

To deliver on the commitment made by President Ursula von der Leyen during the 2023 State of the Union Address to the parliament to reduce reporting obligations at European level by 25%, DG R&I is working on **simplifying and rationalising reporting requirements** for businesses and/or national administrations. Immediate measures will be based on the roll out of simplified cost options (lump sum and unit costs) for Horizon Europe. The increased use of lump sum funding in 2023-2024 (approximately 20% of all Horizon Europe funding compared to 2% for 2021-2022) will significantly reduce financial reporting obligations for the beneficiaries concerned (reporting reduction estimated at 20 to 25%). For grants based on declared costs, a new optional unit cost calculation method for personal costs will be introduced in 2024. Beneficiaries will be free to use the new method based on a daily rate fixed upfront and therefore requiring no calculation for reporting personal costs. Furthermore, a **specific assessment exercise** will be launched in 2024 to document the interim evaluation of Horizon Europe (due by the end of 2025). The assessment will cover both technical reporting obligations and the monitoring of the implementation of R&I policy actions. It will enable to document the preparation the next R&I framework programme and might lead to additional simplifications for the implementation of Horizon Europe.

PART 2. Modernising the administration: main outputs for 2024

The internal control framework⁽³⁷⁾ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG R&I has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of DG R&I's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

All deficiencies⁽³⁸⁾, emanating from the previous assessment, are followed closely to prevent them from becoming systemic. The Internal Control Framework is adjusted accordingly.

A. Human resource management

DG Research and Innovation (DG R&I) continuously streamlines its working methods, optimises allocation of its workforce and improves its efficiency by clearly establishing measurable targets and demonstrating results.

In 2024, DG R&I will continue the process aiming to further develop the organisation, building on the work already carried out towards a flexible, digital and green workplace. This is a joint effort of all managers and staff that takes into account the needs, the opportunities, the challenges and the role of the Directorate-General in the general political context.

The building on extensive staff consultations in 2022, DG R&I crafted an Organisational Development Action Plan, outlining key priorities that will continue being implemented in 2024. This ongoing process will be continually monitored, adapting to emerging needs and to 2023 Staff Survey feedback. In conjunction, our local HR Strategy is addressing HR matters, complementing the corporate HR strategy. The Directorate-General will monitor the use of the workforce to ensure adequate staffing of the units to achieve the business goals, culture, talent management, learning and development, diversity and inclusion, health and wellbeing at work.

In parallel, a continuous review of human resources matters, such as resources allocation to policy priorities, needs in terms of competences and skills, learning and development (L&D) will be pursued in order to ensure that the organisation continues to meet its objectives while continuously adapting to challenges.

⁽³⁷⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

⁽³⁸⁾ The deficiencies resulting from the 2023 assessment, relating to Internal Control Monitoring Criteria not meeting their targets, do not hinder the DG's operations nor imply relaxed financial management or tolerance to fraud

A learning needs analysis will be conducted to design a future R&I Training Plan, to be complemented with a L&D toolkit aiming at mapping competencies to the main job profiles identified in DG R&I, identifying skill gaps and suggesting customized development plans for them.

Following staff reductions undertaken in the last years and in view of further reductions until 2026, a workload assessment and a screening exercise of our own internal procedures will be performed to achieve an efficient use of reduced workforce as well as simplification of R&I internal procedures.

In addition, an internal mobility scheme will be used as a strategic talent management tool to foster organisational growth both in terms of interest of the service and career evolution for staff. The objective is to allow the staff to develop new skills and competences. At the same time, it is an opportunity for R&I to profit from better sharing of ideas and experience. This strategic workforce planning will provide a unique opportunity for DG R&I to bridge skill gaps within R&I own workforce, optimise R&I skill utilisation and to cultivate a flexible and versatile workforce.

The Directorate-General will also continue to support female talent development with actions set out in the R&I Equality Mainstreaming Work Plan and in line with the Gender Equality Strategy 2020-2025, by implementing and promoting initiatives aiming at reaching the gender equality target set by the Commission.

A clear, open, and effective communication will foster higher levels of staff engagement, support an open and constructive working environment, building trust in addition to knowledge and information sharing, resulting in a more productive and positive workplace environment. Various communication channels (DG intranet, newsletters, all-staff meeting, lunch conferences, emails to staff,) will be used to keep staff informed on the progress of the implementation of HR actions.

B. Sound financial management

The year 2024 will be a year where the new programme, Horizon Europe, will be at cruising speed, but with an important part of Horizon 2020 legacy still ongoing. A large portion of the payment expenditure will concern other implementing bodies such as the Executive Agencies, Joint Undertakings, Public-Public-Partnerships, the European Investment Bank (for the investment component of the Accelerator scheme of the European Innovation Council (EIC) Programme), as well as payments for the Euratom programme grants and contracts.

Standard **ex-ante control** measures are in place for Horizon 2020 and Horizon Europe. They are tailored to the different forms of costs and follow a shared approach to risk management, involving objective criteria for identifying risks, and tools to manage and mitigate them. The Common Implementation Centre (CIC) created the Research & Innovation Network of Ex ante Control practitioners (RINEC) to increase the efficiency and effectiveness of ex ante controls in Horizon 2020 and Horizon Europe. RINEC provides a platform for discussion, dissemination,

and exploitation of best practices, aiming at enhancing the relevant know-how and capability of officers involved in ex ante controls.

The ex-post control for grant management, part of the common audit strategy, is largely centralised in the Common Audit Service (CAS) for the whole Research and Innovation family. The robust Horizon 2020 and Horizon Europe ex-post audit strategies contribute to the assessment of the legality and regularity of grants' payments by means of ex-post financial controls. Specifically for Horizon Europe, there is a clear shift towards risk, ensuring better rather than more control on payments under the new programme.

The internal control system of DG Research and Innovation is designed to maintain error rates within an acceptable range. For **Horizon 2020**, DG Research and Innovation remains firmly committed to its objective of reducing the cumulative error rate to a lower percentage as close as possible to 2%. Given the results of the audit campaign up until 2022 and the observations made by the European Court of Auditors in its recent annual reports, the CIC, in close cooperation with DG BUDG and the IAS, defined actions aimed at significantly simplifying the rules, and paving the way for a substantial reduction of the error rate in Horizon Europe. It includes further simplification, **increased use of simplified forms of funding** (including lump sums and unit costs), and focused communication campaigns to more "error-prone" types of beneficiaries with higher-than-average error rates, such as SMEs and newcomers. In addition, enhanced training is provided to internal project officers and External Audit Firms performing audits on behalf of the Commission. By focusing on the most common errors, these events are short and simple, reaching more participants and achieving higher impact, and will be part of a more holistic and client-centric approach the CIC launched in 2023.

It should be noted that although the implementation of these actions is underway, their positive effect in the form of reduction in the multiannual error rate may take time to materialise. However, for **Horizon Europe**, the objective is to achieve a cumulative error rate below 2%⁽³⁹⁾.

As concerns the **use of simplified forms of funding**, the first significant wave of lump sum calls has been launched with the Horizon Europe 'main' work programme 2023-2024. This contains 230 lump sum topics, mostly in pillar II, where lump sum funding will account for approx. 25% of the budget spent. In addition, the Commission is finalising the implementation framework for the new optional unit cost for personnel costs in Horizon Europe grants. Any beneficiary choosing to use it will declare all its personnel costs for any person involved in the Horizon Europe project based on a single daily rate pre-agreed by the Commission. The potential of this novel approach, in terms of simplification and reduction of errors in personnel costs, is unparalleled. The final stages for the deployment of this new unit cost are still to be completed over the last quarter of 2023. Those include, notably, the amendment of the general Model Grant Agreement and the development or adaptation of the supporting IT applications. In order not to lose momentum, the communication campaign

⁽³⁹⁾ No representative error rate for Horizon Europe will be available in 2024 as the ex-post audit campaign for the Programme will start at the end of 2023, and first audit results are expected at the end 2024.

aimed at publicising the new unit cost will be carried out as soon as the legal and implementation frameworks are in place and Horizon Europe participants can request its use.

With regard to the (significant) part of DG R&I's budget implemented through indirect management, DG Research and Innovation relies on the reports and accounts provided by the relevant implementing bodies. In 2024, building on the work performed in 2023, the CIC will continue to refine the framework for the supervision of the Executive Agencies, Joint Undertakings, and other funding bodies receiving delegation to implement Horizon Europe. It will further endeavour to provide the necessary support to ensure streamlined, consistent, and timely implementation including within the scope of legacy activities ongoing under Horizon 2020.

The investment component of the EIC Accelerator is implemented by the EIC Fund. In 2024, under indirect management, the EIB will take over the Commission's responsibilities as shareholder in the EIC Fund according to the terms and conditions of the Contribution Agreement and its complementary documents. The supervision is to be carried out, among other, through the regular reporting activity of the EIB as it is set out in the Contribution Agreement and complementary documents, in compliance with article 154 of the Financial Regulation.

The costs of supervision of grant management, and delegated/externalised bodies (Executive Agencies, Joint Undertakings, Public-Public Partnerships, and EIB/EIF), will be kept to the minimum appropriate for a satisfactory balance between the risks to sound financial management.

Acting as a hub for the above activities, the CIC helps reduce costs based on economies of scale, envisaging **simplification, synergies, and harmonisation**.

Actions to improve efficiency of financial transactions are described in section F.

The performance table on sound financial management is presented in annex 2B.

C. Fraud risk management

The risk of fraud affecting the activities of DG R&I is managed by a DG R&I anti-fraud strategy, complemented, as far as grant management is concerned, by a stand-alone common anti-fraud strategy in the R&I family. Both these strategies are aligned with and contribute to the revised 2023 Commission Anti-Fraud Strategy (CAFS) Action Plan. In detail:

1) A comprehensive DG Research and Innovation **Anti-Fraud Strategy (DG R&I AFS)** deals with the fraud risks in all expenditure areas other than those related to grant management, such as procurement, financial instruments, prizes, expert management, etc. DG R&I updated its AFS in December 2022 based on a fraud risk assessment exercise. In line with the DG R&I AFS' Action Plan, DG R&I will continue raising awareness and promoting training on ethics issues, research integrity, and anti-fraud measures, including budget implementation through procurement. As the investment component of the Accelerator scheme of the European Innovation Council (EIC) Programme will switch to indirect management in 2024, DG R&I may be consider updating its current AFS.

2) The **Common Anti-Fraud Strategy in the Research and Innovation family (RAFS)** deals with the fraud risks related to the implementation of the Research and Innovation programmes concerning grant management. Because of the multi-DG dimension of the Research and Innovation Framework Programme, the Common Audit Service (Unit R&I.H2-CAS) coordinates this strategy, suggests actions, and chairs the Fraud and Irregularities in Research (FAIR) Committee. This unit is also the OLAF and the European Public Prosecutor's Office (EPPO) correspondent for DG R&I. In addition, the Common Audit Service plays a prominent role in facilitating coordination within the R&I family in relation to OLAF cases involving more than one grant authority.

The current update of the R&I Family CAF and its Action Plan will be implemented within the FAIR Committee, in line with the revised 2023 Commission Anti-Fraud Action Plan. Raising anti-fraud awareness among staff and grant beneficiaries remains crucial, along with reinforcing a common approach among the R&I family, where relevant, to minimise fraud risks. The CAS will continue to collaborate closely with OLAF in case selection, investigations, and its yearly financial monitoring exercises, and to actively participate in the OLAF-chaired Fraud-Prevention and Detection Network (FPDnet) meetings (both in plenary sessions and in subgroups). In addition, the CAS will continue to cooperate with EPPO, when necessary.

D. Digital transformation and information management

Digital transformation

Via its eGrants system, the Common Implementation Centre, hosted in DG Research & Innovation, provides a fully digitised grant management solution for more than 60 direct funding programmes of the Commission. Holistically it covers functionalities from call preparation to project management and reporting. The system is a successful example of

digital transformation in the Commission, reinforcing the institution's digital culture, and is implemented by the CIC's Common IT Service.

Most importantly, its corporate nature ensures synergies and efficiencies for all involved DGs, additionally allowing for an aligned corporate governance, reinforced corporate architecture and thus to a seamless digital landscape. Via its DataWarehouse and reporting functionalities, eGrants enables data-driven monitoring and evaluation, thereby contributing to digital-ready policy making.

The preparation of the eGrants annual Work Plan for 2024 was formally launched in September 2023, with reflections having already started in June. This document, setting out the high-level tasks for the Common Implementation Centre's Common IT Service, builds upon a well-established process. It was endorsed by eGrants' corporate governance, the eGrants and eProcurement Steering Board (GPSB), at its November 2023 meeting.

Four topics are high on the agenda for 2024: the full integration of SUMMA functionalities (e.g. recovery orders) into eGrants, the acceleration of the transition to the application "Compass Corporate", the necessary work on the future of eGrants in preparation of the next Multi-Annual Financial Framework (referred to as eGrants 2.0) and the launch of the Mobile Application project under the Client Centricity Programme. These four topics in particular and the 2024 ITWP more generally contribute to "fostering of a digital culture", "empowering business-driven digital transformation", "ensuring of a seamless digital landscape" and "sustaining a green, secure and resilient infrastructure" objectives of the Digital Strategy of the Commission.

The eGrants suite of IT tools is also reinforcing its corporate scope with Secunda++ and Dynamic Forms becoming part of the Reusable Solutions Platform – a clear recognition of the qualitative work of the Common IT Service.

Information and IT security rules

In 2024, the CIC will finalise all security plans under its corporate eGrants solution, as well as implement and certify 100% of the IT priority controls for said systems. The CIC will also continue to improve the compliance with the EC security standards by identifying and resolving any non-compliant priority controls.

The CIC has its own internal capability for the management of the security plans, the monitor of the implementation of the related security controls, the development of the security competences and the support of the relevant development teams. DG RTD is making use of the security plan service offered by DIGIT to create the missing security plans for its local IT solutions. The CIC aims at updating the CIC security plans every two years or whenever there are major changes in the functionalities, technologies, environments or governance of the IT systems, having a relevant impact from a security point of view. Compliance is managed through the corporate GRC tool and currently the compliance percentage for with all the 54 IT priority controls and the MFA/EU Login controls is close to 99%.

The eGrants systems, which are managed by the CIC, contain “sensitive non-classified” (SNC) data. As such, the Information Technology and Cybersecurity Board requires putting extra protections in place. In particular, the CIC must be compliant with the policy of the central services concerning “Multi-factor authentication” (MFA). This means that in some cases a user name and password is not sufficient to establish the identity of a user, and an extra identification must be provided such as by using a mobile app. In 2024, the CIC will continue the campaign to convince the external users of the Funding & Tenders portal to activate MFA for their EU Login account.

Data, information and knowledge management

In 2024, the CIC will move forward with the deployment of data governance, in particular in collaboration with the key horizontal services (SG, DIGIT) in the corporate GPSB context.

DG R&I will implement proactively, in close cooperation with the Secretariat-General, the application of the eDomec policy on records management and archiving: Firstly by stepping up efficient closure and archival processing of electronic files, and secondly on the identification of files for transfer to the Historical Archives Service for long term preservation based on the Common Retention List of the Commission.

Data protection

The CIC, chairing the eGrants and eProcurement Steering Board (GPSB), contributes to the harmonised and aligned corporate approach to personal data protection across all services and systems under the Single Electronic Data Interchange Area (SEDIA) Corporate Initiative.

In 2024 DG R&I will continue the implementation of Commission's Data Protection Action Plan (C(2018) 7432, as revised C(2020) 7625) by:

1. Organising the following data protection awareness-raising activities to reach the target of 100% of staff trained on data protection by the end of the year:
 - a. at least four (online) compulsory general trainings for newcomers;
 - b. (online) customized/specific trainings for directorates/units having less than 80% of staff trained on 1 January 2024;
 - c. on request (lunchtime) conferences / info sessions;
2. Complying with its obligations on establishing and keeping its data processing records up-to-date;
3. Monitoring the implementation of its processing agreements, in particular with the processors; and
4. Ensuring the lawful exercise of their rights by the data subjects by applying the established procedures and, in particular, by timely answering to their requests and complaints.

E. Sound environmental management

DG R&I implements its **R&I Greening Strategy for 2022 – 2024**. Its implementation relies on all staff while being led by senior management. The ownership by the staff remains the fundamental parameter to achieve the ambitious targets set. The aim of this specific strategy is to contribute to the main corporate goal of the Commission to become climate neutral by 2030, while merging local and corporate actions, and ambitiously going beyond that.

DG R&I wants to decrease its environmental footprint focusing not only on actions generating the highest greenhouse gas (GHG) emissions, but also foreseeing initiatives to increase its staff awareness and put in place concrete projects to preserve and improve our working environment.

The different actions in particular focus on

- **Staff and experts business travels:** decreasing the GHG emissions generated by the staff and experts trips, implementing the related Guidance note and developing a local monitoring system;
- **Buildings and workspace:** energy efficiency actions through decreasing of office heating and cooling, but also reduce the comfort hours and close down the buildings at winter and summer time;
- **Mobility/Commuting:** DG R&I will keep improving in 2024 the facilities for sustainable commuting, in addition to dedicated awareness actions;
- **Digital mindfulness:** raise awareness on the digital pollution and the efficient use of IT tools;
- **Participation to the circular economy** through green public procurement, and other EU Green Deal policies, such as **biodiversity promotion** and encourage the reuse and repair of items and materials (circularity, upcycling);
- **Staff engagement and communication:** a revision of the dedicated intranet page 'Greening R&I' where all relevant information are shared with all colleagues and actions foreseen.

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

In 2024, the exercise for revising the existing financial procedures in the DG will be completed. The purpose of this exercise is the further streamlining of these in view of their simplification. The objective is that 100 % of financial procedures are assessed and revised, where needed by the end of 2024.

ANNEX: Performance tables - main outputs for 2024

Part 1. Delivering on the Commission’s priorities: main outputs for 2024

General objective 1: A EUROPEAN GREEN DEAL

General objective 1: A EUROPEAN GREEN DEAL		
<i>Specific objective 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources</i>		<i>Related to spending programme(s): Horizon 2020, Horizon Europe, EURATOM</i>
Main output in 2024:		
New policy initiatives		
Output	Indicator	Target
Preparation the Strategic Research Agenda for the new European co-programmed partnership on Solar Photovoltaics	Preparation of the Draft Strategic Research Agenda	Q4 2024
Evaluations and fitness checks		
Output	Indicator	Target
Climate change and biodiversity targets: External evaluation study: Green Transition underpinning the interim evaluation of Horizon Europe	Publication of the external evaluation study on Green Transition	Q3 2024
Climate change and biodiversity targets: Monitoring Flash: Hydrogen Flash in support of the continuous monitoring of Horizon Europe	Publication of the monitoring flash	Q3 2024

Enforcement actions		
Output	Indicator	Target
Implementation of the revamped SET Plan	Establish new SET Plan governance structure (Task Force on cross-cutting issues, new Implementation Working Group on hydrogen, and establishment of an expert group under ERA)	Q2 2024
Publication a Staff Working Document on the new strategic R&I agenda on solar energy technology in the ERA framework, developed following REPowerEU and the EU strategy on solar energy	Publication of the Staff Working Document on the new strategic R&I agenda on solar energy technology in the ERA framework	Q2 2024
In the framework of the SET-Plan, implementation of the R&I dimension of the EU offshore renewable energy strategy: Set EU R&I targets on wind energy Promote a stronger representation of countries in the Implementation Working Group (IWG) on Wind Energy	Set EU R&I targets on wind energy for the Member States involved in the IWG (voluntary targets not endorsed by the Commission) Promote a stronger representation of countries in the IWG on Wind Energy	Q1 2024
Implementation of the Circular Cities and Regions Initiative (CCRI)	Number of demonstration projects supported Amount of funds provided in the form of demo grants	14 running CCRI-related demo projects by Q4 2024 EUR 140 M invested by Q4 2024
As part of the CCRI, new collaboration with partners to create a support network for territorial circular initiatives.	Number of local and regional initiatives supported by the network of technical assistance organizations associated to CCRI	1 network of supporting partners established by Q4 2024 Ca 50 local and regional initiatives supported by Q4 2024

External communication actions		
Output	Indicator	Target
Bioeconomy Changemakers festival in Q1	Number of participants (physical and online)	400 participants by Q1
	Number of youth-targeted satellite events	More than 20 satellite events targeting youth
	Number of Impressions	1,000 impressions
High-level Belgian presidency conference “Research perspectives on the Health Impacts of Climate Change”	Number of attendees (physical and/or online)	500 participants, Q1 2024
NEB Festival	Number of attendees	On average 2.000 physical attendees per day Combined number of attendees: 200.000 in Brussels, online and satellite events
Other important outputs		
Output	Indicator	Target
Advice from the EGE on planetary ethics	Handover and publication of EGE advice on planetary ethics	By Q4 2024
HU presidency event on food systems (focus on Bioeconomy & food systems, engaging BIOEAST and widening countries, the Missions “A Soil Deal for Europe” and “Restore our Oceans and Waters”)	Event co-organised with HU-Ministry	Q4 2024

Output	Indicator	Target
Ex-ante monitoring of biodiversity targets in Horizon Europe	Guidance for ex-ante monitoring through Horizon Europe tools is published and applied at R&I and executive agency level.	Q1 2024
	Mainstreaming climate and biodiversity considerations into R&I-related policy initiatives to ensure they are consistently included.	Q4 2024
	Commission reporting on the biodiversity target shows the percentage of Horizon Europe spending on biodiversity	Q4 2024

Specific objective 1.2: Mainstreaming of the public and private research and innovation investments for climate actions strengthens the European Green Deal's impact ***Related to spending programme(s): Horizon 2020, Horizon Europe, EURATOM***

Main output in 2024:

New policy initiatives

Output	Indicator	Target
Hydrogen Valley Roadmap	Publication of the Hydrogen Valley Roadmap	Q2 2024
Hydrogen Valley Facilitator	Launch of the Hydrogen Valley Facilitator	Q3 2024
Hydrogen Academy	Launch of the Hydrogen Academy	Q2 2024

Output	Indicator	Target
Input for the preparation of a future approach on Fusion Energy	Launch of a Coordination and Support Action to support the establishment of a European Technology and Innovation Platform in Fusion energy	Q4 2024
Discussion with the main fusion stakeholders	High-level Fusion Innovation Roundtable hosted by the Commissioner	Q1 2024
Evaluations and fitness checks		
Output	Indicator	Target
Interim evaluation of the Euratom Research and Training Programme 2021-2025	Publication of Staff Working Document	Q2 2024
Enforcement actions		
Output	Indicator	Target
Preparatory work for a public-private partnership on fusion energy	Preparation for a public-private partnership on fusion energy	Q4 2024
Coordination and Support Action to launch a European Technology and Innovation Platform in Fusion energy	Launch of a Coordination and Support Action to launch a European Technology and Innovation Platform in Fusion energy	Q4 2024
External communication actions		
Output	Indicator	Target
Interim evaluation of the Euratom Research and Training Programme 2021-2025	Number of impressions	1000 views
Promotion of the launch of EURAD II co-funded European Partnership for radioactive waste management	Number of impressions	4500 impressions
Coordination and Support Action to launch a European Technology and Innovation Platform in Fusion energy	Number of impressions	4500 impressions

Other important outputs		
Output	Indicator	Target
Guidance to Research and Knowledge Dissemination Organizations (RDOs) on the State aid rules applicable to R&D&I activities	Publication of the report	Q1 2024
Completion of the Mutual Learning Exercises (MLEs) on industrial decarbonisation	Publication of the report	Q1 2024
Analysis of the opportunities of advanced materials for industrial circularity and the related R&I investment needs	Publication of the report	Q3 2024
Mission Adaptation to Climate Change	Number of regions and local authorities that have received technical assistance or support from the activities of the Mission Implementation platform and projects with cascading funding) or have implemented concrete actions that are attributable to the EU Mission	57 regions or local authorities by Q4 2024

Specific objective 1.3: Co-creation of Horizon Europe and its missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality ***Related to spending programme(s): Horizon 2020, Horizon Europe, EURATOM***

Main output in 2024:

New policy initiatives

Output	Indicator	Target
Mission Restore our Ocean and Waters	Number of Mission Charter signatures	700 actions submitted
Launch of the European Digital Twin of the Ocean	Implementation of demonstrators through preparation of the Mission part of the Horizon Europe "main" work programme 2025	Q4 2024

Enforcement actions		
Output	Indicator	Target
Award of Mission Labels after review of cities' Climate City Contracts	Award of Missions Labels	50 Mission Labels awarded Q4 2024
External communication actions		
Output	Indicator	Target
Promotion of the EU Climate-neutral and Smart Cities: Annual Cities Mission Conference (Q2)	Annual Cities Mission Conference: number of participants; number of impressions	Annual Cities Mission Conference: - 250 participants - 2,000 impressions
Promotion of Green Deal Missions (implementation and progress)	Number of impressions	5,000 impressions
2nd Biennial Monitoring Report on the performance of European Partnerships	Number of impressions	5,000 impressions Q2 2024
	Number of views	300 views Q2 2024
Other important outputs		
Output	Indicator	Target
Horizon Europe strategic plan 2025-2027	Adoption of the Commission Implementing Decision on the Horizon Europe strategic plan 2025-2027	Q1 2024
Amendment of the Horizon Europe 'main' work programme 2023-2024 implementing the Specific Programme implementing Horizon Europe focusing on actions for missions and for 2025 actions	Adoption of the Commission Implementing Decision on the amendment of the Horizon Europe 'main' work programme 2023-2024	Q1 2024

Output	Indicator	Target
Adoption of enhanced portfolio of European Partnerships	Adoption of the Commission Implementing Decision on the Horizon Europe strategic plan 2025-2027, with an enhanced portfolio of European Partnerships	Q1 2024
Biennial Monitoring Report on the Performance of European Partnerships 2024	Publication of the Biennial Monitoring Report	Q2 2024
Mission Restore Our Ocean and Waters by 2030: 2nd Mission Annual Forum and Mission week	Event taking place	Q1 2024
Co-creation of CBE JU Work Programme 2024 with industrial partner	Delivery of Work Programme 2024	Q4 2024
Supporting the implementation of “the European Partnership for a climate-neutral, sustainable and productive Blue Economy” (SBEP)	Number of calls launched and projects supported	1 call launched by Q1 2024, with results expected in Q4

General objective 2: A EUROPE FIT FOR THE DIGITAL AGE

General objective 2: A EUROPE FIT FOR THE DIGITAL AGE		
Specific objective 2.1: High-quality science, knowledge and innovative solutions facilitate a digital transition in Europe, including a new European approach to Artificial Intelligence		<i>Related to spending programme(s): Horizon 2020, Horizon Europe, EURATOM</i>
Main output in 2024:		
New policy initiatives		
Output	Indicator	Target
Plan for the delivery of the European Digital Twin of the Ocean	Publication of a Roadmap towards operationalisation of the EU DTO	Q4 2024
	Digital Ocean Forum (event of the Belgian Presidency of the Council)	Q2 2024
	Deployment of the first prototype of EU DTO	Q4 2024
Roadmap for supporting the use of EO and AI for building sustainability & resilience	Roadmap elaborated & published.	Q4 2024
Staff Working Document on Connected and Automated Mobility	Publication of the SWD	Q2 2024
Staff Working Document on Manufacturing	Publication of the SWD	Q3 2024
Policy conceptualisation report on AI in science	Publication of the report	Q3 2024
Guidelines on the use of generative AI in science	Publication of the guidelines	Q2 2024
An evidence review report summarizing evidence on the impact of AI on research	Publication of the report	Q4 2024
A scientific opinion with policy recommendations on how the European Commission can accelerate a responsible uptake of AI in science	Publication of the scientific opinion	Q4 2024

Other important outputs		
Output	Indicator	Target
European cultural heritage cloud	Elaboration of a brochure/factsheet for the launch of the platform project.	Q2 2024
	Second webinar on the formation of a community of practice for the Cultural Heritage Cloud	Q2 2024
	Launch of the Cultural Heritage Cloud Platform	Q4 2024

Specific objective 2.2: The revitalised European Research Area sets directions for societal, economic and ecological transitions in Europe and contributes to spreading excellence, closing research and innovation gap and working out a common global response to emerging challenges

Related to spending programme(s): Horizon 2020, Horizon Europe, EURATOM

Main output in 2024:

New policy initiatives

Output	Indicator	Target
A community of practice to work on the development of a S4P (Science for Policy) Code of Practice	The community of practice started to work on the development of a code of practice on the uptake of scientific knowledge in policymaking	Q1 2024
Research and Innovation careers observatory (RICO)	Signature of the agreement with OECD	Q1 2024
Analysis on the implementation of widening	Publication of the analysis	Q1 2024

Output	Indicator	Target
Mutual learning exercise on research careers	Number of meetings organised	3-5 meetings
EU Talent Platform	Number of visits by the end of 2024	40.000 unique visitors per month
Expert Group report: Concept paper on a European approach to Technology Infrastructures	Publication of the paper	Q4 2024
Enforcement actions		
Output	Indicator	Target
Diffusion of new knowledge and best practices on S4P	Organisation of a Mutual Learning Exercise	Q2 2024
External communication actions		
Output	Indicator	Target
ERA Conference for the Policy Agenda 2025-2027	Number of participants	400 (in person and online)
International Conference on Research Infrastructures (ICRI)	Number of attendees	400 (in person and online)
Workshop on Access to Technology Infrastructures with Belgian Presidency	Number of participants	100 participants
Validation workshop presenting the mapping of strategies and policy initiatives on Technology Infrastructures in the EU	Number of participants	100 participants
Other important outputs		
Output	Indicator	Target
Extended monitoring tool on the uptake of open science	Start of operations of extended tool	Q1 2024
Study on effects of EU copyright framework on research and on provisions for research in EU data and digital legislation	Presentation of study results	Q2 2024
Revised European Charter for Access to Research Infrastructures	Publication of the Charter	Q4 2024

Output	Indicator	Target
Analysis of the European landscape of research infrastructures	Publication of the analysis	Q2 2024
Study: Mapping of strategies and funding programmes dedicated to Technology Infrastructures	Publication of the mapping	Q1 2024
Expert report: Analysis on Technology Infrastructures access conditions, models and barriers	Publication of the analysis	Q3 2024
Expert report: Analysis of 'greening' investment needs of Technology Infrastructures and financial instruments available at EIB	Publication of the analysis	Q3 2024

Specific objective 2.3: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies.

Related to spending programme(s): Horizon 2020, Horizon Europe, EURATOM

Main output in 2024:


New policy initiatives

Output	Indicator	Target
Report on the implementation of the New European Innovation Agenda	Publication of the report	Q2 2024
Identification of the Regional Innovation Valleys	Up to 100 valleys identified through the call for expression of interest and European Innovation Ecosystems (EIE) and the Interregional Innovation Investments (I3) calls	Q2 2024
New proposal for the support of creation of additional Regional Innovation Valleys	Additional actions to support RIVs in the part of the 'main' EIE Work Programme 2025	A final draft for Q4 2024
EIC Forum Policy orientations for 2025	Publication of policy orientation 2025	Q4 2024

Output	Indicator	Target
New organisation of the EIC: Streamlining process for EIC Accelerator investments (in indirect management)	Time to term sheet of investment cases (between assignment to EIB over single award decision to issuing of the term sheet)	90% of investment cases with time to term sheet of 3 months or less (between assignment to EIB over single award decision to issuing of the term sheet)
Innovation-related input to the Horizon Europe Mid-term Evaluation (Innovative Europe study), feeding into work of the High-Level Group on the interim evaluation of Horizon Europe	Facts and figures about successful implementation of pillar III, including EIC investments, support for emerging technologies and recognition of EIC as key EU VC investor in breakthrough innovation	Input to final report from contractor Q1 2024 in view of SWD for interim evaluation in Q4 2024.
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Report on the work of the Innovation Friendly Regulations Advisory Group	Publication of the report on the work of the Innovation Friendly Regulations Advisory Group	Q3 2024
Evaluations and fitness checks		
Output	Indicator	Target
Contribution to evaluation of EIC and EIE in Horizon Europe mid-term evaluation.	Input on EIC and EIE included in Innovative Europe study	High quality evaluation on EIC and EIE for a Innovative Europe study, including various Case Studies and a Benchmark study, in order to inform policy choices on future developments. Q1 2024
External communication actions		
Output	Indicator	Target
Event - Belgian Presidency conference on innovation procurement	Number of participants	250 participants

Other important outputs		
Output	Indicator	Target
Structured dialogues with the EIB Group to explore new cooperation between DG R&I and EIB Group (advisory services supporting R&I priorities)	Number of structured dialogues per year	2 dialogues
New deals with the EIB, Breakthrough Energy Catalyst and DG CLIMA for the Catalyst partnership	Regular monitoring and approval of the deals flows	2-4 deals are signed in 2024

General objective 3: AN ECONOMY THAT WORKS FOR PEOPLE

General objective 3: AN ECONOMY THAT WORKS FOR THE PEOPLE		
Specific objective 3.1: Research and innovation actions, increased R&I investments and the R&I component of the European Semester boost economic growth and jobs creation		<i>Related to spending programme(s): Horizon 2020, Horizon Europe, EURATOM</i>
New policy initiatives		
Output	Indicator	Target
RIMA-Expert Network	Meetings of the ERA sub-group Expert Group to improve access to Excellence. Active participation of Member States in meeting	3 meetings Active participation of all Member States that are part of the RIMA Expert Network
 Communication on Advanced materials for industrial leadership	Adoption of the Communication	Q1 2024

Output	Indicator	Target
Adopt a code of practice for industry-academia co-creation and a code of practice for citizens' engagement for knowledge valorisation	Adoption of the Commission recommendations for the two codes of practice.	Q1 2024
Investment review report	publication of the report	Q2 2024
Evaluations and fitness checks		
Output	Indicator	Target
Monitoring of the implementation of R&I related measures in Member States Resilience and Recovery Plans (RRPs)	Compliance assessment of the R&I related milestones and targets during the reference period	Perform all the compliance assessment on time – upon the agreed calendar.
External communication actions		
Output	Indicator	Target
Media relations: Commission Recommendations on Code of practice for industry-academia co-creation and code of practice for citizens engagement for knowledge valorisation (March)	Number of online views	300 online views
Media relations on Commission Communication on Advanced Materials for Industrial Leadership (March)	Number of online views	500 online views
Adoption of the Horizon Europe strategic plan 2025-2027	Number of online views – media relations	1,000 online views
	Number of impressions	5,000 impressions

Output	Indicator	Target
Horizon Europe 'main' Work Programme 2023-2024 amendment	Number of online views	400 online views
	Number of impressions	500 impressions
European Innovation Scoreboard	Number of online views	2,000 online views
	Number of impressions	10,000 impressions
Other important outputs		
Output	Indicator	Target
R&I in Recovery and Resilience Facility (RRF) mid-term study	Launch and execution of the study providing relevant policy learnings for future R&I policy	Q4 2024
Policy Support Facility (PSF)- Challenge: Mutual Learning Exercises	Preparation and successful implementation of Mutual Learning Exercises	4 Mutual Learning Exercises (MLE)
PSF- Country and Open	Preparation and successful implementation of PSF country and Open exercises for the delivery of relevant reform recommendations	(At least) 3 PSF Country / PSF Open (for Bulgaria, Croatia and Czechia)
Bilateral Enhanced Dialogues	Preparation and successful implementation of bilateral Enhanced Dialogues	As many as requested by Member States (with a tentative target of 6)
ASGS 2025	Preparation of the R&I input for the ASGS	Q4 2024
European Semester- Country Reports and Country Specific Recommendations	Preparation of R&I content in Country Reports (including annexes and possible R&I related challenges ahead and CSRs)	All Member States (MS) Q2 2024
Finalise the Mutual Learning Exercise on knowledge valorisation and publish the final report to be presented at a final event.	Publication of final report	Q2 2024
	Dissemination event	Q2 2024 with 100 participants present

Output	Indicator	Target
Update the Knowledge valorisation policy review through a study on indicators and metrics for knowledge valorisation.	Signature of contract	Q2 2024
	Delivery of intermediate report of the study	Q4 2024
Develop robust yet straightforward “Beyond GDP” indicator sets with GDP+3 indicators..	Publication of a “GDP+3” study.	Q2 2024
Cultural and creative industries high-level political event along with a policy paper on the CCIs	High-level political event	Q3 2024
	Publication of policy paper	Q3 2024
Horizon Results Platform visibility	Number of unique visitors to the Horizon Results Platform	50.000 by Q4 2024
Launch of Horizon Results Boosters II services	Signature of the first contract	Q4 2024
2024 editions of European Innovation Scoreboard and Regional Innovation Scoreboard	Publication of the European Innovation Scoreboard 2024	Q2-Q3 2024
	Publication of the Regional Innovation Scoreboard 2024	Q2-Q3 2024
2024 edition of the Science, Research and Innovation performance of the EU report	Publication of the 2024 edition of the Science, Research and Innovation performance of the EU report	Q2-Q3 2024
Delivery of the first marketplace features (allowing demand side to connect and benefit from services)	Delivery date	Q4 2024

General objective 4: A STRONGER EUROPE IN THE WORLD

General objective 4: A STRONGER EUROPE IN THE WORLD		
Specific objective 4.1: Regional research and innovation strategies and broader association policy contribute to promoting common European R&I values and creating a global Research and Innovation Space		<i>Related to spending programme(s): Horizon 2020, Horizon Europe, EURATOM</i>
Main output in 2024:		
New policy initiatives		
Output	Indicator	Target
Implementation of the Economic Security Strategy	<p>Horizon Europe funding for strategic technologies that are critical for economic security</p> <p>Strengthening research security safeguards in Horizon Europe</p> <p>Research security measures raising awareness and building resilience at national and sectoral levels</p>	<p>Adoption of the Horizon Europe strategic plan 2025-2027</p> <p>Adoption of the amendment of the “main” Work Programme 2023-2024</p> <p>Non-binding recommendations on research security (Q4 2023/Q1 2024)</p>
Bring the strategic work on the Multilateral Dialogue on principles and values for international cooperation in research & innovation to a higher level	Organisation of an international ministerial conference in February 2024	Endorsement of the statement from the Ministerial meeting by a majority of delegations.
Implementing the AU-EU joint Innovation Agenda adopted on 19 July 2023	<p>Africa Initiative III</p> <p>Networking of European and African innovation ecosystems</p> <p>Synergies with NDICI/Global Gateway</p>	<p>Include in the amendment of the “main” Work Programme 2023-2024</p> <p>Bi-yearly online workshops/conference</p> <p>Financial support to Innovation Agenda from Global Gateway</p>

Output	Indicator	Target
Horizon Europe Association Agreements with newcomer third countries	Negotiate/sign association agreements with countries such as Canada, South Korea and Switzerland	Q2 2024 signing of the association agreement with Canada Q4 2024 finalise association negotiations with South Korea Q4 2024 conclude possible association negotiations with Switzerland
Meetings of Joint R&I Committees under the Horizon Europe association agreements	Yearly meeting organised with Associated Country	Q4 organise annual Joint R&I Committee meetings with each: Albania, Armenia, Bosnia and Herzegovina, Faroe Islands, Georgia, Israel, Kosovo, Moldova, Montenegro, New Zealand, North Macedonia, Serbia, Tunisia, Türkiye, Ukraine, United Kingdom
External communication actions		
Output	Indicator	Target
Event: EU-UK Horizon launch conference in the United Kingdom	Number of participants	200 participants
Media relations on the Western Balkans Ministerial, April. Pre-Accelerator for the EIC call.	Number of online views	200 online views
Promotion of the activities of Ukrainian cities linked to the Climate-Neutral and Smart Cities Mission	Number of impressions Number of online views	500 impressions 200 views
Other important outputs		
Output	Indicator	Target
Continue fostering European science diplomacy in cooperation with the European External Action Service through dedicated working groups involving the relevant stakeholders as well as the execution of demonstration projects.	5 Working-groups to advise on European Framework for Science Diplomacy and have recommendations	Receive recommendations from the working-groups in June 2024

Output	Indicator	Target
Co-organisation with the European Space Agency of the European Polar Science Week in Copenhagen, Denmark	Event held	Q3 2024
Cooperation with the United States as a key partner country in R&I will continue to be reinforced bilaterally	<p>Organisation of the next Joint Committee meeting under the bilateral S&T Agreement</p> <p>Increased cooperation under the EU-US Energy Council</p>	<p>Meeting takes place and new priorities agreed</p> <p>Organisation of a meeting of the technical sub-group of the EU-US Energy Council, and agreement on new priorities for action.</p>
Continue the remodulation in engagement with China in line with wider geopolitical priorities and Commission objectives	<p>Continue discussions on the roadmap for the future of Sciences and Technologies Initiatives (STI) cooperation</p> <p>Enhance knowledge on China</p>	<p>Organisation of technical talks during the year</p> <p>Map areas of cooperation with China</p>
The DG will continue to operate to assure the extension of the active duration of the Partnership for Research and Innovation in the Mediterranean Area (PRIMA) from 2025 to 2027	Exchange of letters with 5 Participating States that are not EU Member State nor associated to Horizon Europe (Morocco, Egypt, Algeria, Jordan, Lebanon)	Conclusion of the negotiation with the 5 Participating States
DG R&I will step up dialogue and cooperation with the region following the renewal of the EU-Latin America and Caribbean (LAC) partnership at the EU-LAC Summit in 2023,	<p>Agreement of a new roadmap for cooperation following the 2023 Senior Officials Meeting</p> <p>Increased cooperation with Latin America through the 2025 Horizon Europe work programmes.</p>	<p>Endorsement of the roadmap</p> <p>Inclusion of a range of topics targeting international partners in the LAC region in the next work programmes</p>

Output	Indicator	Target
Support the implementation of the Union for the Mediterranean (UfM) R&I Ministerial Declaration of 2022 and the adopted R&I Roadmaps on health, renewable energy and climate change	MED Initiative II UfM Knowledge and communication platform Monitoring & Evaluation (M&E) framework adopted at UfM R&I Platform 2023 – Test phasing	Include the MED initiative in the amendment of ‘main’ Work Programme 2023-2024 Launch in 2024 Test the M&E framework
Implementation of the Western Balkans Agenda	Regular Steering Platform meetings and annual Ministerial meeting EIC pre-accelerator also covering the Western Balkans	Q2 2024 Western Balkans Ministerial meeting Q4 2024 Organisation of 3 Western Balkans Steering Platform meetings Q4 2024 EIC pre-accelerator to cover the WBs in WP2024
All Western Balkan partners should have demonstrated an increase of their participation in Horizon Europe by at least 10% as compared to the relative period in the past R&I Framework Programme	Increase of Western Balkan countries’ participation in Horizon Europe by 10%	Q4 2024
Implementation of the Eastern Partnership (EaP) targets relevant for R&I and the post-2020 EaP and capacity building	Prepare country reports measuring the state of play of the implementation of the top EaP targets relevant for R&I in the EaP Partner countries (Armenia, Azerbaijan, Georgia, Republic of Moldova and Ukraine) Horizon Europe project proposals training camps for the five EaP Partner countries (Armenia, Azerbaijan, Georgia, Republic of Moldova and Ukraine) 6 th Informal EaP R&I Working group at expert level	Q1 2024 Ensure the preparation of draft country reports for Armenia, Azerbaijan, Georgia, Republic of Moldova and Ukraine Q1 2024 organise one HE Project proposal drafting camp onsite per EaP country (Armenia, Azerbaijan, Georgia, Republic of Moldova and Ukraine) Q1 2024 organise the 6 th Informal EaP R&I Working group at expert level

Output	Indicator	Target
Advancing cooperation with Ukraine and supporting its R&I capacity in a targeted manner	Operationalise the Horizon Europe Office in Kyiv, support Ukraine participation in R&I structures, include R&I in UA recovery actions.	Q2 2024 official launch of Horizon Europe Office Q2 2024 Joint Committee Meeting Q4 2024 finalise Ukrainian NCP nomination
EU-Türkiye High-Level Science, Research, Technology and Innovation Dialogue	Organise the annual EU-Türkiye High-Level Dialogue on science, research, technology and innovation	Q1 2024
Southern Neighbourhood: support the development of regional dialogues and R&I cooperation in the framework of science and climate diplomacy (with Dir F)	Ensure continuity of the science and climate diplomacy initiatives in Israel and the MENA region	Q1 2024 Climate diplomacy workshop in Israel

General objective 5: PROMOTING OUR EUROPEAN WAY OF LIFE

General objective 5: PROMOTING OUR EUROPEAN WAY OF LIFE		
Specific objective 5.1: Research and Innovation develop and deploy solutions, technologies and innovations to tackle emerging challenges and improve crisis preparedness		<i>Related to spending programme(s): Horizon 2020, Horizon Europe</i>
Main output in 2024:		
External communication actions		
Output	Indicator	Target
DG R&I's contribution (speaker, agenda points, etc) to the Belgian Presidency event on preparedness research "Europe united against old and new pandemics"	Number of attendees	400 participants

Other important outputs

Output	Indicator	Target
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Specific objective 5.2: Research and innovation support the European health initiatives, including the European plan to fight cancer *Related to spending programme(s): Horizon 2020, Horizon Europe*

Main output in 2024:

New policy initiatives

Output	Indicator	Target
An evidence review report summarizing evidence on governance for One Health in the EU	Publication of the report	Q4 2024
A scientific opinion with policy recommendations on governance for One Health in the EU	Publication of the scientific opinion	Q4 2024
Policy brief on R&I in Arts and Culture for mental wellbeing (follow up of the dedicated session at the related conference)	Publication of the policy brief	Q3/Q4 2024

Enforcement actions

Output	Indicator	Target
A Policy brief on palliative care for cancer patients aiming to strengthen the impact of the Cancer Mission (follow-up of the dedicated conference)	Number of attendees at the conference Dissemination of the policy brief	200-250 participants (in person and remotely) Q4 2024

External communication actions		
Output	Indicator	Target
Policy event on Mental Health Including a special session on Arts and Culture for well-being, mental health and inclusion (Q3/Q4)	Number of attendees at policy event on Mental Health	200-300 participants
	Number of attendees at the Session on Arts and Culture for well-being, mental health and inclusion	60-200 participants
Cancer Mission conference on palliative care for cancer patients (Q3/4)	Number of attendees (physical and online)	250 participants
Cancer Mission on the road – awareness raising campaign across 3 Member States (Poland, Romania, Lithuania)	Gross reach: number of contacts made during the campaign	30,000 contacts

General objective 6: A NEW PUSH FOR EUROPEAN DEMOCRACY

General objective 6: A NEW PUSH FOR EUROPEAN DEMOCRACY		
Specific objective 6.1: European research and innovation support citizens' involvement, social inclusion and equalities in Europe, including through communication of the European research and innovation added value		<i>Related to spending programme(s): Horizon 2020, Horizon Europe</i>
Main output in 2024:		
New policy initiatives		
Output	Indicator	Target
Reply to the European Parliament on a resolution under Article 225 TFEU regarding a proposal on the freedom of scientific research	Adoption of the reply	Q1/Q2 2024
Enforcement actions		
Output	Indicator	Target
Expert report on fragilities of democracy in the EU and its neighbourhood, drawing on results of H2020 projects.	Publication of the expert report	Q1 2024
Strategy to counteract gender-based violence in the European R&I system	Publication of the strategy	Q4 2024
She Figures report 2024 statistical report on monitoring gender equality in R&I	Publication of the report	Q3 2024
EU award for Gender Equality Champions	2023 EU Awards for Gender Equality Champions successfully awarded	Q2 2024
External communication actions		
Output	Indicator	Target
EU Contest for Young Scientists (EUCYS) in Katowice	Number of video views	3,000 views
	Number of impressions	2,000 impressions

Output	Indicator	Target
European Research and Innovation Days 2024 (20, 21 March)	Number of participants (physical and online)	3,000 participants
	Number of impressions	5,000 impressions
Horizon Magazine	Page views	1.000.000 views
Integrated communication campaign on Research and Innovation	Gross reach: Number of contacts made during the campaign	500.000 contacts
Event EUTalentOn in Katowice	Number of participants	100 researchers onsite
	Number of video views	3,000 views
	Number of impressions	2,000 impressions
ESOF – EuroScience Open Forum	Nr of participants	2000 participants
Expert report on fragilities of democracy in the EU and its neighbourhood	Number of readers	350 readers, Q1
	Number of impressions	500 impressions, Q1
Publication and promotion of the triennial She Figures report (Q3)	Number of publication views	500 views
	Number of impressions	2,000 impressions
Communication campaigns on the award ceremony of the 2023 EU Award for Gender Equality Champions (Q2) and on the launch of the 2024 edition (Q3-Q4)	Gross reach: number of contacts made during the campaign	10,000 contacts

General objective 7: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION

General objective 7: A modern, high performing and sustainable European Commission		
<i>Specific objective 7.1: The Common Implementation Centre and the Common Policy and Programming Centre provide user-friendly services and tools to the European Commission for effective and efficient planning, programming and implementation of the Research and Innovation Framework Programme and other EU programmes</i>		
Main output in 2024:		
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
Delivering on simplification	Percentage of HE budget spent via lump sum funding. Full implementation of the personnel unit cost option	Up to 50% in the last year of HE End 2024
Client Centricity Programme	Revamp of the Funding and Tenders Portal and final design of the mobile application on EU Grants	Q2 2024
Evaluations and fitness checks		
Output	Indicator	Target
Implementation of the Annual Audit Plan 2024	Full implementation of the Annual Audit Plan 2024	End of 2024
Steering the implementation of the updated RAFS action plan	Fraud-proof Horizon Europe	Continuous through regular Fraud and Irregularities in Research (FAIR) Committee meetings (4 per year)
Report on the work of the <i>Expert group for the evaluation of Horizon Europe</i>	Publish the report on the work of the expert group for the evaluation on the OP website.	Q3 2024
External evaluation study: Digital & Industrial Transition underpinning the interim evaluation of Horizon Europe	Publish the external evaluation study on Digital & Industrial Transition on the OP website.	Q3 2024

Output	Indicator	Target
External evaluation study: Resilient Europe underpinning the interim evaluation of Horizon Europe	Publish the external evaluation study on Resilient Europe on the OP website.	Q3 2024
External evaluation study: Innovative Europe underpinning the interim evaluation of Horizon Europe	Publish the external evaluation study on Innovative Europe on the OP website.	Q3 2024
External evaluation study: Excellent Science underpinning the interim evaluation of Horizon Europe	Publish the external evaluation study on Excellent Science on the OP website.	Q3 2024
Enforcement actions		
Output	Indicator	Target
Ensuring legal and drafting support to central services in further developing the corporate (Annotated) Model Grant Agreement. Respond to central services formal consultations on AGA draft versions within 1 month.	Publication of a first version with the complete corporate parts of the AGA	End of Q1 2024 (under control of central services)
External communication actions		
Output	Indicator	Target
Launch of the Horizon Results Booster-II	Number of online views	350 online views
	Number of impressions	1,000 impressions
Events, such as webinars, to promote the dissemination & exploitation ecosystem and opportunities incl. on Horizon Results Platform, Horizon Results Booster, IP matters, etc.	Events	Min 4 webinars
	Number of participants	200 participants on average

Other important outputs		
Output	Indicator	Target
Coordination of the preparatory work on the next Framework Programme for research and innovation (FP10)	Integrated understanding of the various building blocks of the next framework programme (FP10)	Ongoing work between Q1-Q4 2024
External evaluation studies underpinning the interim evaluation of Horizon Europe: Excellent Science, Resilient Europe, Innovative Europe and Digital & Industrial Transition.	Publish the external evaluation study on Excellent Science on the OP website.	Q3 2024
	Publish the external evaluation study on Resilient Europe on the OP website.	Q3 2024
	Publish the external evaluation study on Innovative Europe on the OP website.	Q3 2024
	Publish the external evaluation study on Digital & Industrial Transition on the OP website.	Q3 2024
Report on the work of the Expert group for the evaluation of Horizon Europe	Publish the report on the work of the expert group for the evaluation on the OP website.	Q3 2024
Implement the corporate principles for data governance for DG R&I's key data assets (measured according to corporate principles)	Percentage of implementation of the corporate principles for data governance for [the service's] key data assets	Target at the end of 2024: 60%
Operationalisation of the Key Impact Pathways	Implementation and visualisation of short-term and medium-term indicators for Horizon Europe	Target at the end of 2024: 100% for short-term KIPs 50% for mid-term KIPs
Monitoring of tracker values for climate and other domains	Develop a dedicated report	Q2 2024

Output	Indicator	Target
Horizon Europe and Euratom programme 2025 Draft Budget co-designed with all implementing entities	Level of budget in the COM proposal and final voted budget compared to the request made: <ul style="list-style-type: none"> - COM proposal on the Draft Budget 2025 - Voted budget 2025 	June 2024 November 2024

Part 2. Modernising the administration: main outputs for 2024

A. Human resource management

Objective: DG R&I employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

Main outputs in 2024:

Output	Indicator	Target
Local HR Strategy and organisational action plan: Addressing HR matters at the local level to complement the corporate HR strategy	Analysis and follow-up of the 2023 Staff Survey results, aiming at improving staff engagement and supporting the DG in the delivery of policy priorities. Update of the organisational action plan complementing the local HR Strategy and monitoring of its implementation	By end of 2024

Output	Indicator	Target
Training plan and L&D toolkit: Addressing HR matters at the local level to complement the corporate HR strategy	Development of R&I Training Plan and L&D toolkit	By end of 2024
Workforce efficiency: Evaluation of workforce efficiency and workload	Assessment of efficient use of workforce to develop a medium-term workforce distribution plan, simplification of internal procedures	By end of 2024
Talent management – R&I Internal mobility: Strategic talent management to foster organizational growth and career evolution	Bridging skill gaps, optimising skill utilisation, and cultivating a flexible and versatile workforce	Through 2024
Gender Equality Initiatives: Implementation and promotion of initiatives to support female talent development	Progress in achieving gender equality targets	By end of 2024

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main output in 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment and at closure for Horizon 2020 grants	As close as possible to 2% of relevant expenditures

	Estimated risk at payment and at closure for Horizon Europe grants	Below 2% of relevant expenditure. (40)
Effective controls: Safeguarded information	Number of security incidents with significant impact on the confidentiality, integrity or availability of Information Systems, reported during the year	No incident with significant impact
Efficient controls	Timely payments	99% of payments (in value) made on time
	Operational budget execution	99% of operational commitment and payment appropriations (credits expiring in the year)
Cost of controls, Effectiveness control	Overall estimated cost of controls for DG R&I	Below 3% of funds managed

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽⁴¹⁾ aimed at the prevention, detection and correction ⁽⁴²⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Enhanced data analysis	Selection of beneficiaries for risk-based audits Increased number of risk-based audits (Audited participations in closed audits in HE)	Continuous 50

⁽⁴⁰⁾ No representative error rate for Horizon Europe will be available in 2024 as the ex-post audit campaign for the Programme will start end of 2023 and first audit results are expected end 2024.

⁽⁴¹⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2023) 245 – 'the CAFS Action Plan- 2023 revision'.

⁽⁴²⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Fraud Prevention and Irregularities in Research (FAIR) Committee	Number of meetings	4 by 31 December 2024
Implemented R&I Family's Anti-Fraud Strategy (grants), within the FAIR Committee.	Fraud-proof Horizon Europe	Continuous
Increased level of staff awareness about the Commission ethics rules and ethical issues, and in particular the risk of conflicts of interests	Newcomers have received relevant information on ethics obligations as part of the welcome package.	Yes
Increased level of new staff awareness on anti-fraud	Newcomers dealing with grants have followed an anti-fraud training	Yes

D. Digital transformation and information management

Objective: DG Research and Innovation is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2024:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG R&I key data assets	Percentage of implementation of the corporate principles for data governance for DG R&I's key data assets	Target by 2024: 60%

<p>The entirety of DG R&I staff is aware of the personal data protection implications in their daily work and of their responsibilities towards the data subjects. Statistics per units/directorates are kept by the RTD DPC based on inputs from senior/middle management and figures extracted from EU Learn. They are updated after each session organised by the DPC and at least twice per year after consultation of the dedicated EU Learn report showing attendance of RTD users in the cluster "Data protection".</p>	<p>Concerned (untrained) staff attending at least one of the following data protection awareness-raising activities:</p> <ol style="list-style-type: none"> 1. Organised and delivered by the RTD DPC: <ol style="list-style-type: none"> a. (online) compulsory general trainings for newcomers (at least four sessions); b. (online) customized/specific trainings for directorates/units having less than 80% of staff trained on 1 January 2024; c. (lunchtime) conferences / info sessions (on request). 2. EU Learn courses: <ol style="list-style-type: none"> a. Introduction to data protection at the European Commission (online); b. EDPS course on Data Protection (online); c. Protection of personal data - Introduction (remote). 	<p>100% of staff awareness on data protection by the end of the year</p>
<p>Corporate use of eGrants</p>	<p>Increased corporate use of eGrants</p>	<p>Continuation of the on-boarding of remaining Direct granting programmes and ensuring continuity of the services provided by eGrants to the on boarded programmes (MFF 2014- 2020 & MFF 2021-2027).</p>

Implementation of the corporate principles for data governance for DG R&I key data assets	Percentage of implementation of the corporate principles for data governance for DG R&I's key data assets	Target by 2024: 60%
IT priority controls	Share of eGrants IT systems which comply with the 55 IT priority controls	100% by end of 2024
IT security plans	Share of eGrants IT systems which have an IT security plan less than 2 years old	100% by end of 2024

E. Sound environmental management

Objective: DG R&I takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2024:

I. Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Reduced emissions from staff missions ⁽⁴³⁾	CO2 emissions from DG's, Office's or other department's staff missions	Reduce DG R&I emissions from staff missions ⁴⁴⁾ by at least 50%
Reduced emissions from experts travel under the administrative budget	CO2 emissions from DG's, Office's or other department's expert missions	Reduce budget from expert participating in meetings for which DG R&I is in the lead by at least 50%

⁽⁴³⁾ Data provided by PMO/MiPs

⁴⁴ Overall reduction of CO2 emissions from missions for the DG/service from 2019 to 2024 (%).

II. Reducing resource use in buildings and workspace (energy)
More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure .	Number of department's buildings participating in: - end of year energy saving action - summer energy saving action	100% of DG R&I buildings (ORBN and CDMA) participating in end of year energy saving action summer energy saving action - optimisation of comfort hours and/or comfort temperature

III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
List actions taken to implement the EC guidelines for sustainable meetings and events	Number (or %) of green events	100% of staff informed

IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food

Output	Indicator	Target (2019 as baseline, as appropriate)
Gradual introduction of GPP criteria in contracts and starting to monitor the process (45).	% of contracts with "green" provisions and/or (%) by value in EUR)	60% of PP responsible staff trained on GPP
Promote biodiversity in line with site-specific biodiversity strategies	Number of biodiversity actions in DG R&I buildings	Maintenance of the herb garden with involvement of volunteers 1 event/campaign organised
Improved waste sorting	Number of event/campaign on waste management and sorting	1 event/campaign on waste management

⁽⁴⁵⁾ For information, technical support is provided by the [Interinstitutional GPP Helpdesk](#). See also GPP webpage [on MY IC](#) for EU reference/guidelines by DG ENV and the [Vade-mecum on Public Procurement](#) by DG BUDG.

V. Staff awareness		
Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions on reducing GHG emissions from commuting	Number of colleagues participating to sustainable commuting initiatives	100 colleagues at least participating to sustainable commuting initiatives
Staff awareness actions to reduce energy use Staff awareness actions to reduce water use	Number of actions related to Energy consumption Number of staff informed related to Energy consumption Water consumption	Two actions related to Energy consumption 100 % of staff informed related to Energy consumption Water consumption
Staff awareness action on reuse and repair of items	Number of actions on items collection to be reused Number of staff informed	1 action on items collection to be reused 100% of staff informed
Staff awareness actions on digital mindfulness	Number of staff informed	100% of staff informed

