



2017

Annual Activity Report

Annexes

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

ANNEXES

ANNEX 1: Statement of the Head of Department Finance and Administration

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission¹, I have reported my advice and recommendations to the Director on the overall state of internal control in the Executive Agency for Small and Medium-sized Enterprises.

I hereby certify that the information provided in Section 2 of the present AAR and in its annexes is, to the best of my knowledge, accurate and complete.

Brussels, 15 March 2018

/e-signed/

Mattia Pellegrini

¹ SEC(2003)59 of 21.01.2003.

ANNEX 2: Reporting – Human Resources, Better Regulation, Information Management and External Communication

➤ **Human resources**

The table below gives an overview of the performance indicators measuring the achievement of the objectives for HR, as specified in the 2017 Work Programme.

Objective : EASME deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.	
Indicator 1: Percentage of female representation in middle management	
Source of data: EASME/C2	
Target (2017)	Result
50%	43%
Indicator 2: Percentage of staff who feel that the Agency cares about their well-being	
Source of data: Commission staff survey	
Target (2017)	Result
60%	Data will be available in 2018
Indicator 3: Staff engagement index	
Source of data: Commission staff survey	
Target (2017)	Result
70%	Data will be available in 2018
Indicator 4: Percentage of posts filled by the end of 2017	
Source of data: EASME/C2	

Target (2017)	
96%	97%

Main outputs in 2017:

Output	Indicator	Result
Launch the "Numérisation de dossiers personnels"	100% of personnel files are numerical	Only in June EASME purchased a scanner required for converting personnel files into digital format. It also employed an intérimaire who needed special training and work arrangements due to disability. There were some technical issues related to the use of the scanner which significantly delayed the work. However, EASME now has processes in place and is preparing files for scanning and validation. The work is expected to be finished by the end of year 2018 at the latest.
Launch Managerial excellence programme	4 session with managers	EASME organised 2 workshops for all managers under the Managerial Excellence Programme. The workshops took place on 27 June and 24 October. EASME is also planning at least 4 workshops to be organised in year 2018 which will be a continuation of the development of managerial skills.
Organise an EASME team development day	1 day for all agency	The team development day took place in March 2017.
Organise a Career week for EASME staff	1 week for trainings, coaching and workshops	EASME took part in Career Day organised by DG HR for colleagues from the Commission and Executive Agencies based in Brussels. EASME hosted a stall where visitors could ask questions and have discussions about working for EASME. During the career day 4 EASME HR Officers facilitated workshops, which received positive feedback from participants.

On 31 December 2017 the overall gender balance ratio in EASME was 60% females and 40% males. The percentage of females in management posts was 43% in comparison with 57% males. Due to the organisational context of EASME where the Sectors are very large and some are up to 20 staff or more, the Head of Sectors are included into this calculation (along with the posts of Director, Heads of Departments (HoD), Heads of Unit (HoU), Deputy Heads of Unit (DHoU)).

Gender distribution across non-management posts was 56% females and 44% males. Non-management posts meant positions occupied by temporary agents in AD category or contract agents in FGIV.

In reporting year EASME took a special approach in regards of respect at work, which is vital for the wellbeing of the staff. EASME designed *nonviolent communication* courses and is offering to join the Community of Practice. EASME offered *Effective Intercultural Communication* and *Prevention of Psychological and Sexual Harassment* courses which were made compulsory for newcomers.

EASME organised a wide range of courses on communication for its staff: report like a pro with your smart phone, Web analytics: Piwik@EASME, How to evaluate the communication strategy of your project, How to organise an event, Presentation skills. Through "EASME share project" it is actively focussing on improving collaboration, knowledge management and knowledge sharing.

EASME emphasised providing staff with work environment where they could enhance their physical and mental shape. It offered mindfulness training, mental **resilience training**, Your Energy Budget, Yoga in the Chair, The effect of your environment on your well-being, In the Zone etc. EASME was actively focusing on promoting work environment where every staff member could grow and perform at his/her best. It organised workshops on the topic of Participatory Leadership which is believed to be highly effective way to use collective wisdom and group capacity to make informed decisions.

The following figures reflect the staffing situation by 31 December 2017².

² Following the 'flexibility mechanism' approved by the Steering Committee by written procedure on 20 March 2017, the Agency reallocated on a temporary and limited basis the resources where they were most needed in function of priorities and workload. For further information, refer to section "2.2.1 Human Resources".

OPERATIONAL STAFF	Staff (EU Budget)						
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
Programme - COSME							
COSME	GROW	13,4	2,7	65,4	N/A	78,9	18,17%
Subtotal		13,4	2,7	65,4	N/A	78,9	18,17%
Programme - H2020							
Innovation in SME's	GROW	2,3	0,5	9,2	N/A	11,5	2,65%
SME Instrument	AGRI	0,5	0,2	2,8		3,3	
	CNECT	2,8	1,1	15,5		18,3	
	ENER	0,8	0,3	4,2		5,0	
	GROW	0,5	0,2	3,1		3,6	
	HOME	0,3	0,1	1,7		2,1	
	MOVE	0,5	0,2	2,9		3,4	
	RTD	6,1	2,4	34,2		40,2	
	Sub-total		11,4	4,6	64,4	N/A	75,8
Fast track to innovation	AGRI	0,1	0,0	0,3		0,4	
	CNECT	0,3	0,1	1,7		2,0	
	ENER	0,1	0,0	0,5		0,6	
	GROW	0,1	0,0	0,3		0,4	
	HOME	0,0	0,0	0,2		0,2	
	MOVE	0,1	0,0	0,3		0,4	
	RTD	0,7	0,3	3,8		4,5	
Sub-total		1,3	0,5	7,2	N/A	8,4	1,94%
Energy – Secure, clean and efficient energy	ENER	7,6	1,4	27,8	N/A	35,4	8,16%
Energy – CIP Legacy	ENER	3,8	0,7	14,1	N/A	17,9	4,13%
LEIT (SILC II)	GROW	0,0	0,0	0,0	N/A	0,0	0,00%
Eco new	RTD	5,9	2,5	18,9	N/A	24,8	5,73%
Climate Action	GROW	1,3	0,5	4,1		5,4	
	RTD	5,2	2,2	16,6		21,8	
	Sub-total		6,5	2,7	20,7	N/A	27,2
Raw Materials	GROW	0,4	0,2	1,3		1,7	
	RTD	1,6	0,7	5,2		6,8	
	Sub-total		2,0	0,9	6,5	N/A	8,5
CIP Eco-I Legacy	ENV	1,6	0,3	6,5	N/A	8,1	1,87%
Subtotal		42,6	14,0	175,2	N/A	217,8	50,18%
Programme – LIFE							
LIFE	CLIMA	2,3	0,4	6,3		8,7	
	ENV	7,1	1,3	19,4		26,5	
Subtotal		9,5	1,7	25,7	N/A	35,2	8,10%
Programme – EMFF							
EMFF	MARE	8,0	3,6	19,2	N/A	27,2	6,26%
Subtotal		8,0	3,6	19,2	N/A	27,2	6,26%
Subtotal OPERATIONAL		73,5	22,0	285,5	N/A	359,0	82,72%

Management and Administrative Support	Staff (EU Budget)						
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
Programme - COSME							
COSME	GROW	6,2	1,5	10,7	N/A	16,8	3,88%
	Subtotal	6,2	1,5	10,7	N/A	16,8	3,88%
Programme - H2020							
Innovation in SME's	GROW	1,0	0,1	1,6	N/A	2,6	0,59%
SME Instrument	AGRI	0,2	0,1	0,5		0,7	
	CNECT	1,2	0,4	2,7		3,9	
	ENER	0,3	0,1	0,7		1,1	
	GROW	0,2	0,1	0,5		0,8	
	HOME	0,1	0,0	0,3		0,4	
	MOVE	0,2	0,1	0,5		0,7	
	RTD	2,5	0,8	6,0		8,5	
		Sub-total	4,8	1,5	11,3	N/A	16,1
Fast track to innovation	AGRI	0,0	0,0	0,1		0,1	
	CNECT	0,1	0,0	0,3		0,4	
	ENER	0,0	0,0	0,1		0,1	
	GROW	0,0	0,0	0,1		0,1	
	HOME	0,0	0,0	0,0		0,0	
	MOVE	0,0	0,0	0,1		0,1	
	RTD	0,3	0,1	0,7		0,9	
		Sub-total	0,5	0,2	1,3	N/A	1,8
Energy – Secure, clean and efficient energy	ENER	3,2	0,5	4,9	N/A	8,1	1,86%
Energy – CIP Legacy	ENER	1,6	0,2	2,5	N/A	4,1	0,94%
LEIT (SILC II)	GROW	0,0	0,0	0,0	N/A	0,0	0,00%
Eco new	RTD	2,5	0,8	3,3	N/A	5,8	1,34%
Climate Action	GROW	0,5	0,2	0,7		1,3	
	RTD	2,2	0,7	2,9		5,1	
		Sub-total	2,7	0,9	3,6	N/A	6,4
Raw Materials	GROW	0,2	0,1	0,2		0,4	
	RTD	0,7	0,2	0,9		1,6	
	Sub-total	0,9	0,3	1,1	N/A	2,0	0,46%
CIP Eco-I Legacy	ENV	0,7	0,1	1,1	N/A	1,8	0,42%
	Subtotal	17,9	4,6	30,7	N/A	48,6	11,20%
Programme – LIFE							
LIFE	CLIMA	0,4	0,1	0,6		1,0	
	ENV	1,1	0,3	1,9		3,1	
	Subtotal	1,5	0,4	2,6	N/A	4,1	0,94%
Programme – EMFF							
EMFF	MARE	2,0	0,5	3,5	N/A	5,5	1,27%
	Subtotal	2,0	0,5	3,5	N/A	5,5	1,27%
	Subtotal HORIZONTAL	27,5	7,0	47,5	N/A	75,0	17,28%
TOTAL STAFF		101,0	29,0	333,0	N/A	434,0	100,00%

Management and Administrative Support - Summary		TAs	Of which Seconded	CAs	SNEs	Total	Percentage
COSME		6,2	1,5	10,7	N/A	16,8	3,88%
H2020		17,9	4,6	30,7	N/A	48,6	11,20%
LIFE		1,5	0,4	2,6	N/A	4,1	0,94%
EMFF		2,0	0,5	3,5	N/A	5,5	1,27%
Sub-total		27,5	7,0	47,5	N/A	75,0	17,28%

Seconded Officials – "Frozen" posts in the Commission Establishment Plan³

Parent DG	Number of posts frozen in 2017	Number of posts filled by 31/12/2017
DG CNECT	2	2
DG ENER	5	5
DG GROW	11	9
DG ENV	2	2
DG MARE	4	4
DG RTD	9	7
Total	33	29 *

* The remaining posts are published by the respective parent DGs and the recruitment is still ongoing at this stage. Most of them are expected to be filled during the first half of 2018. It shall be noted that following the Agency's new organisational chart as from 1 January 2017, a new sector was created in Unit B.3 LIFE. Due to operational reasons, EASME could not wait until 2020 to fill the HoS post in the newly created sector and therefore, by special agreement between EASME and DG ENV/CLIMA, the post was frontloaded and filled in 2017 (without exceeding the limits of the maximum TA posts authorised under the 2017 budget).

³ Source: Specific financial statement accompanying the mandate extension, which received a positive opinion of the CEA on 22 November 2013; Amending decision C(2014)6944 extending the mandate by the Fast Track Innovation pilot scheme.

EFTA	TAs	Of which Seconded officials	CAs	SNEs	Total
Operational - COSME	0,0	0,0	0,1	N/A	0,1
Operational - H2020	1,0	0,3	4,3	N/A	5,3
Sub-total OPERATIONAL	1,1	0,3	4,3	N/A	5,4
Horizontal - COSME	0,0	0,0	0,0	N/A	0,0
Horizontal - H2020	0,4	0,1	0,7	N/A	1,2
Sub-total HORIZONTAL	0,4	0,1	0,8	N/A	1,2
TOTAL	1,5	0,5	5,1	N/A	6,6

➤ **Information management**

The Agency has a central IT team and delegates some IT activities such as platform SME Instrument and platform EEN/Merlin and YEB to the business units. The central team takes care of "project support" and governance, the infrastructure and some internal developments.

Together, the IT teams supported the operational units in various IT projects and activities.

- SME Instrument: translate business needs, develop the events module, prepare the "MatchInvest" module and study the feasibility of re-using the platform "Capacity4Dev" for the Community module. Develop the "PO Dashboard" pilot, an internal tool that helps Project Officers to save time in their day-to-day work.
- EMFF: the unit started to use "ePAD", the internal tool to support projects and actions management.
- Enterprise Europe Network: A1 team migrated the systems hosting into the Commission Cloud solution (Microsoft Azure) and prepared the system redesign planned in 2018, in particular with a proposal to reuse the platform "Capacity4Dev" and create synergies with SME Instrument platform.
- For all programmes, the IT team developed more reports, in particular for LIFE. Under the "share@EASME" project, the C2 unit setup collaborative tools, promoted them and provided support to all staff. As a result, people in all units started to use collaborative tools (wiki, SharePoint, Connected). Compared with the strategy, we already reached approximately 50% of the goals. To "harness knowledge" is a long process of change and will take another few years to reach the target.

The IT team ensured appropriate governance, and raised in particular the issue of IT and web sites created out of tenders, and not declared in the Work Programme. This will result in more transparency with the Commission services (SecGen, DIGIT, COMM) regarding IT investments and web sites.

EASME IT team developed the application that supported the first EC campaign of "VéloMai".

The tables below show the results for the main document management and IT outputs:

Objective: Information and knowledge in EASME is shared and reusable. Important documents are registered, filed and retrievable	
Indicator 1: Percentage of registered documents that are not filed⁴ (ratio)	
Source of data: <i>Hermes-Ares-Nomcom (HAN)⁵ statistics</i>	
Baseline 2017	Target
1,69%	1%
Indicator 2: Percentage of HAN files readable/accessible by all units in the EA	
Source of data: <i>HAN statistics</i>	
Baseline	Target
98,71%	95-99%
Indicator 3: Percentage of HAN files shared with other Commission services	
Source of data: <i>HAN statistics</i>	
Baseline	Target
31,89%	55%

Main outputs in 2017:		
Output	Indicator	Result
E-order for Framework Contracts	Number of framework contracts covered by e-Order, after the successful migration of DESIS in 2017	No new FWC from EC
Up to date filing plan reflecting the new organisational structure	Filing plan updated	The filing plan is up to date (not many structural changes in 2017)
Guideline for IT solutions for collaboration and	Guideline documented and communicated to staff	Done via a set of wiki pages and trainings

⁴ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

⁵ Suite of tools designed to implement the [e-Domec policy rules](#).

knowledge sharing in line with Commission recommendations		
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➤ **Communication**

The table below shows the results for the main communication outputs:

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.			
Indicator 1: Percentage of EU citizens having a positive image of the EU⁶			
Source of data: Standard Eurobarometer			
Baseline: November 2014		Target: 2020	
Total "Positive": 39%		Positive image	
Neutral: 37 %		of the EU ≥ 50%	
Total "Negative": 22%			
Main outputs in 2017:			
Output	Indicator	Target	Result
Promotion of funding opportunities	Website visits <i>Source of data: Web statistics</i>	700.000 (baseline: 600.000)	717.084
	Page views <i>Source of data: Web statistics</i>	1.500.000 (baseline: 1.500.000)	1.851.426

⁶ *Definition:* Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual EAs' actions may only make a small contribution.

		Number of newsletter subscribers <i>Source of data: Social media statistics</i>	35.000 (baseline: 32.000)	34.106
Engaging beneficiaries and stakeholders		Number of participants in info days	1.500 (baseline: 1.500)	1.943
		Satisfaction rate at info days <i>Source of data: Feedback form</i>	80% (baseline: 80%)	92%
		Number of participants following webinars	1.000 (baseline: 1.000)	1.845
		Number of projects promoted	500 (baseline: 350)	469
		Number of followers on Twitter <i>Source of data: Twitter statistics</i>	40.000 (baseline: 33.000)	53.900
		Number of followers on LinkedIn <i>Source of data: LinkedIn statistics</i>	9.000 (baseline: 3.000)	6.700
EU Sustainable Energy Week (EUSEW)		Satisfaction rate <i>Source of data: Feedback form and on-site interviews</i>	85% (baseline: 85%)	92%
		Number of participants	2.400 (baseline: 2.394)	2.290
		Number of Energy Days	500 (baseline: 455)	434

	Website visits <i>Source of data: web statistics</i>	120.000 (baseline: 112.898)	127.172
	Page views <i>Source of data: Web statistics</i>	520.000 (baseline: 436.765)	400.833
	Followers on Twitters <i>Source of data: Social media statistics</i>	12.000 (baseline: 11.300)	14.000
	Fans/likes on Facebook	14.375 (baseline: 12.500)	13.000
	Potential audience reach	291.000.000 (baseline: 265.000.000)	503.106.759
	Media clippings	470 (baseline: 408)	384

Annual communication spending (based on estimated commitments):

Baseline (Year n-1):	Target (Year n):	Total amount spent	Total of FTEs working on external communication
1.998.000	1.533.000	1.533.000	8,62

ANNEX 3: Draft annual accounts and financial reports

AAR 2017 Version 4

Annex 3 Financial Reports - DG IEEA - Financial Year 2017

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures (excluding Building Contracts)

Table 12 : Summary of Procedures (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant

amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.^{7,8}

⁷ Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

⁸ Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2017 (in Mio €)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	112.39	112.32	99.94 %
	02 04	Horizon 2020 - Research relating to enterprises	137.99	135.46	98.17 %
Total Title 02			250.38	247.78	98.96%
Title 05 Agriculture and rural development					
05	05 09	Horizon 2020 - Research and Innovation related to agriculture	15.95	15.95	100.00 %
Total Title 05			15.95	15.95	100.00%
Title 06 Mobility and transport					
06	06 03	Horizon 2020 - Research and Innovation related to transport	17.18	17	98.97 %
Total Title 06			17.18	17	98.97%
Title 07 Environment					
07	07 02	Environmental policy at Union and international level	220.58	220.58	100.00 %
Total Title 07			220.58	220.58	100.00%
Title 08 Research and Innovation					
08	08 02	Horizon 2020 - Research	546.39	545.01	99.75 %
Total Title 08			546.39	545.01	99.75%
Title 09 Communications networks, content and technology					
09	09 04	Horizon 2020	86.2	86.08	99.87 %
Total Title 09			86.2	86.08	99.87%
Title 11 Maritime affairs and fisheries					
11	11 06	European Maritime and Fisheries Fund (EMFF)	38.25	38.25	100.00 %
Total Title 11			38.25	38.25	100.00%
Title 18 Migration and home affairs					
18	18 05	Horizon 2020 - Research related to security	10.18	10.18	100.00 %
Total Title 18			10.18	10.18	100.00%
Title 32 Energy					
32	32 04	Horizon 2020 - Research and Innovation related to energy	137.34	136.91	99.69 %
Total Title 32			137.34	136.91	99.69%
Title 34 Climate action					
34	34 02	Climate action at Union and international level	87.62	87.62	100.00 %
Total Title 34			87.62	87.62	100.00%
Total DG IEEA			1,410.06	1,405.36	99.67 %

% Outturn on commitment appropriations

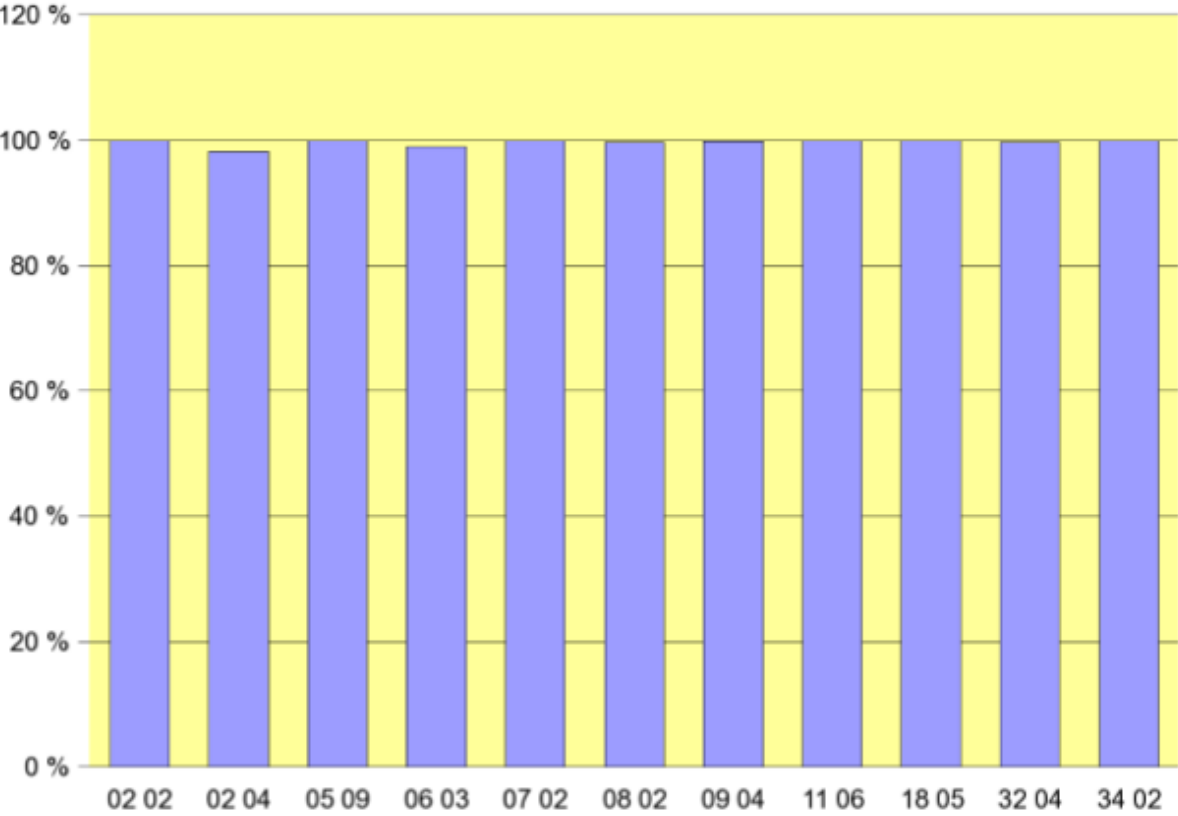


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2017 (in Mio €)					
Chapter			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 02 Internal market, industry, entrepreneurship and SMEs					
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	131.51	130.4	99.16 %
	02 04	Horizon 2020 - Research relating to enterprises	131.83	128.05	97.14 %
Total Title 02			263.34	258.46	98.15%
Title 05 Agriculture and rural development					
05	05 09	Horizon 2020 - Research and innovation related to agriculture	13.56	13.56	99.99 %
Total Title 05			13.56	13.56	99.99%
Title 06 Mobility and transport					
06	06 03	Horizon 2020 - Research and innovation related to transport	17.65	17.5	99.14 %
Total Title 06			17.65	17.5	99.14%
Title 07 Environment					
07	07 02	Environmental policy at Union and international level	89.66	89.66	100.00 %
Total Title 07			89.66	89.66	100.00%
Title 08 Research and Innovation					
08	08 02	Horizon 2020 - Research	477.54	448.73	93.97 %
Total Title 08			477.54	448.73	93.97%
Title 09 Communications networks, content and technology					
09	09 04	Horizon 2020	94.75	94.06	99.27 %
Total Title 09			94.75	94.06	99.27%
Title 11 Maritime affairs and fisheries					
11	11 06	European Maritime and Fisheries Fund (EMFF)	19.64	19.64	100.00 %
Total Title 11			19.64	19.64	100.00%
Title 18 Migration and home affairs					
18	18 05	Horizon 2020 - Research related to security	10.04	10.04	100.00 %
Total Title 18			10.04	10.04	100.00%
Title 32 Energy					
32	32 04	Horizon 2020 - Research and innovation related to energy	175.58	168.91	96.20 %
Total Title 32			175.58	168.91	96.20%
Title 34 Climate action					
34	34 02	Climate action at Union and international level	26.75	26.71	99.85 %
Total Title 34			26.75	26.71	99.85%
Total DG IEEA			1,188.5	1,147.24	96.53 %

**% Outturn on payment appropriations*

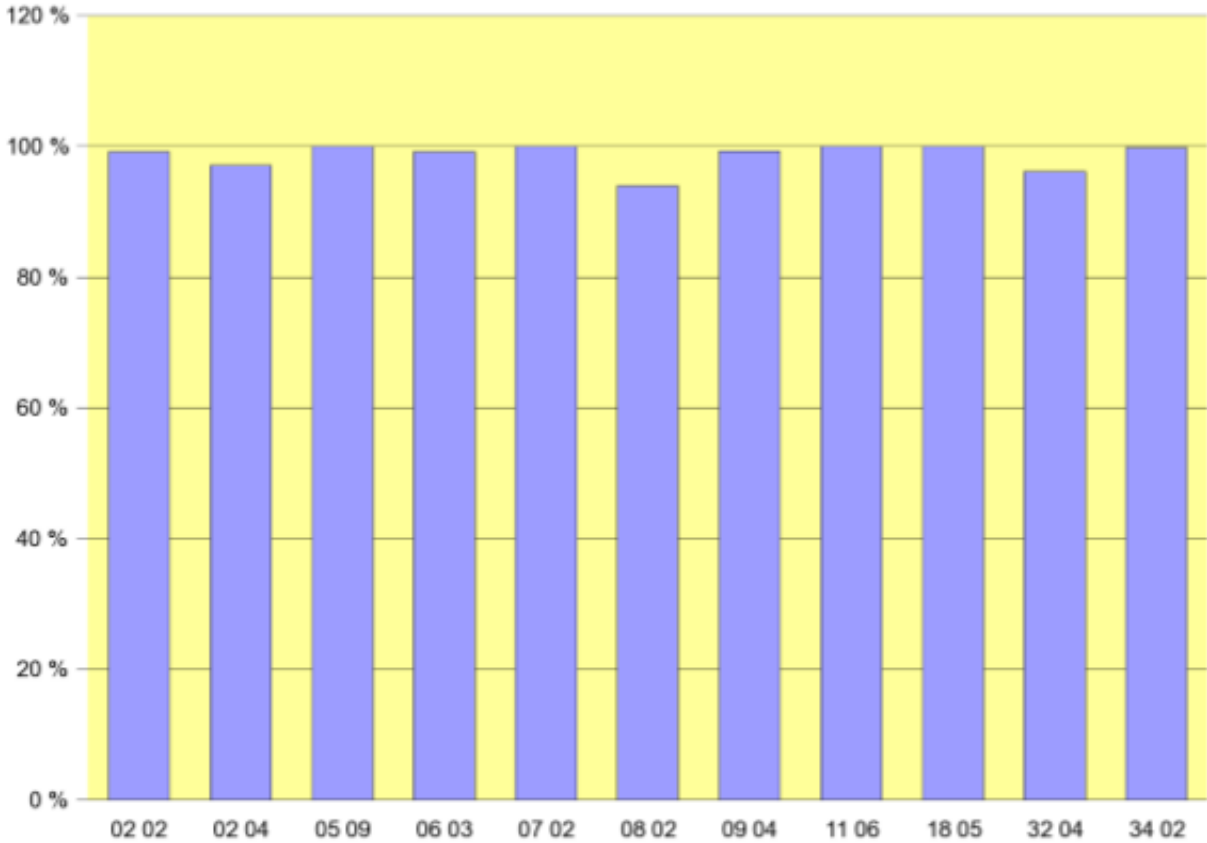


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (In Mio €)									
Chapter			2017 Commitments to be settled				Commitments to be settled from financial years previous to 2017	Total of commitments to be settled at end of financial year 2017	Total of commitments to be settled at end of financial year 2016
			Commitments 2017	Payments 2017	RAL 2017	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 02 : Internal market, industry, entrepreneurship and SMEs									
02	02 02	Competitiveness of enterprises and small and medium-sized enterprises (COSME)	112.32	46.89	65.43	58.25 %	88.75	154.18	172.37
	02 04	Horizon 2020 - Research relating to enterprises	135.46	26.62	108.84	80.35 %	148.46	257.31	259.71
Total Title 02			247.78	73.51	174.27	70.33%	237.22	411.49	432.07
Title 05 : Agriculture and rural development									
05	05 09	Horizon 2020 - Research and Innovation related to agriculture	15.95	5.80	10.15	63.64 %	9.55	19.70	17.32
Total Title 05			15.95	5.80	10.15	63.64%	9.55	19.7	17.32
Title 06 : Mobility and transport									
06	06 03	Horizon 2020 - Research and Innovation related to transport	17	5.88	11.12	65.42 %	9.35	20.47	20.97
Total Title 06			17	5.88	11.12	65.42%	9.35	20.47	20.97
Title 07 : Environment									
07	07 02	Environmental policy at Union and international level	223.16	2.15	221	99.04 %	362.85	583.86	450.36
Total Title 07			223.16	2.15	221	99.04%	362.85	583.86	450.36
Title 08 : Research and innovation									
08	08 02	Horizon 2020 - Research	545.01	139.86	405.15	74.34 %	395.69	800.84	705.64
Total Title 08			545.01	139.86	405.15	74.34%	395.69	800.84	705.64
Title 09 : Communications networks, content and technology									
09	09 04	Horizon 2020	86.08	29.92	56.17	65.25 %	42.96	99.12	107.22
Total Title 09			86.08	29.92	56.17	65.25%	42.96	99.12	107.22

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (in Mio €)									
Chapter			2017 Commitments to be settled				Commitments to be settled from financial years previous to 2017	Total of commitments to be settled at end of financial year 2017	Total of commitments to be settled at end of financial year 2016
			Commitments 2017	Payments 2017	RAL 2017	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 11 : Maritime affairs and fisheries									
11	11 06	European Maritime and Fisheries Fund (EMFF)	38.25	0.06	38.19	99.85 %	51.70	89.89	71.73
Total Title 11			38.25	0.06	38.19	99.85%	51.7	89.89	71.73
Title 18 : Migration and home affairs									
18	18 05	Horizon 2020 - Research related to security	10.18	2.61	7.57	74.37 %	7.04	14.61	14.47
Total Title 18			10.18	2.61	7.57	74.37%	7.04	14.61	14.47
Title 32 : Energy									
32	32 04	Horizon 2020 - Research and innovation related to energy	136.91	39.98	96.93	70.80 %	114.58	211.52	248.66
Total Title 32			136.91	39.98	96.93	70.80%	114.58	211.52	248.66
Title 34 : Climate action									
34	34 02	Climate action at Union and international level	87.62	0.02	87.6	99.98 %	113.66	201.26	140.35
Total Title 34			87.62	0.02	87.6	99.98%	113.66	201.26	140.35
Total DG IEEA			1,407.94	299.78	1,108.16	78.71 %	1,344.6	2,452.77	2,208.78

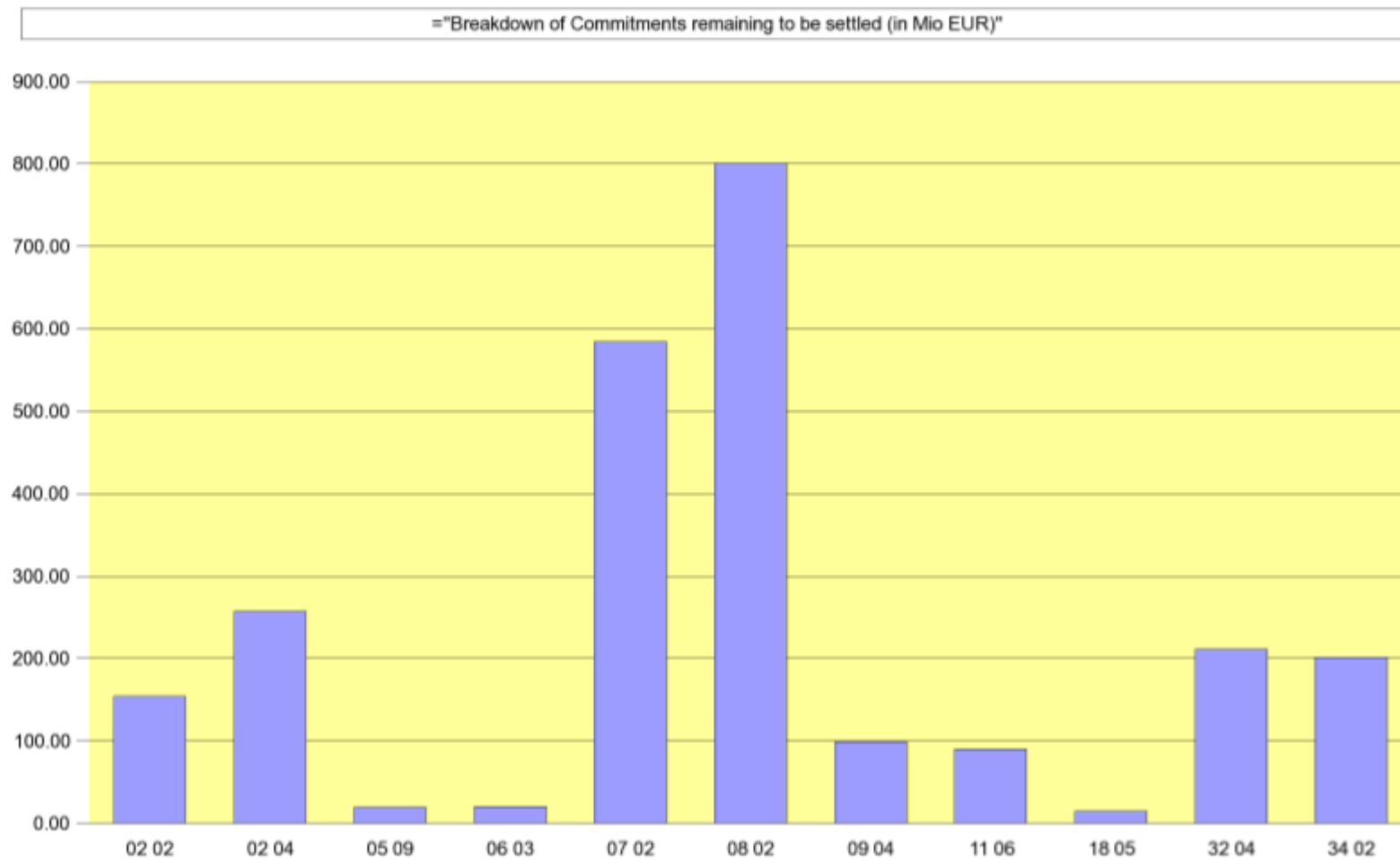


TABLE 4 : BALANCE SHEET IEEA

BALANCE SHEET	2017	2016
A.I. NON CURRENT ASSETS	71,681,546.56	101,236,047.07
A.I.5. Non-Current Pre-Financing	71,681,546.56	101,236,047.07
A.II. CURRENT ASSETS	652,183,916.64	501,928,763.94
A.II.2. Current Pre-Financing	646,634,193.95	499,313,621.01
A.II.3. Curr Exch Receiv & Non-Ex Recoveral	5,549,722.69	2,615,142.93
ASSETS	723,865,463.2	603,164,811.01
P.II. CURRENT LIABILITIES	-156,161,671	-162,204,387.13
P.II.4. Current Payables	-40,494,519.10	-38,525,063.07
P.II.5. Current Accrued Charges & Defrd Incc	-115,667,151.90	-123,679,324.06
LIABILITIES	-156,161,671	-162,204,387.13
NET ASSETS (ASSETS less LIABILITIES)	567,703,792.2	440,960,423.88
P.III.2. Accumulated Surplus/Deficit	1,414,378,201.10	688,150,892.79
Non-allocated central (surplus)/deficit*	-1,982,081,993.30	-1,129,111,316.67
TOTAL	0.00	0.00

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE IEEA

STATEMENT OF FINANCIAL PERFORMANCE	2017	2016
II.1 REVENUES	-1,801,016.12	-213,588.34
II.1.1. NON-EXCHANGE REVENUES	-2,598,661.54	-863,843.88
II.1.1.5. RECOVERY OF EXPENSES	-2,598,661.54	-863,843.88
II.1.2. EXCHANGE REVENUES	797,645.42	650,255.54
II.1.2.1. FINANCIAL INCOME	-279.02	-8,333.57
II.1.2.2. OTHER EXCHANGE REVENUE	797,924.44	658,589.11
II.2. EXPENSES	1,015,762,433.58	726,440,896.65
II.2. EXPENSES	1,015,762,433.58	726,440,896.65
II.2.10. OTHER EXPENSES	1,263,558.68	550,788.65
II.2.2. EXP IMPLM BY COMMISS&EX.AC	1,014,489,962.41	725,882,809.79
II.2.8. FINANCE COSTS	8,912.49	7,298.21
STATEMENT OF FINANCIAL PERFORMANCE	1,013,961,417.46	726,227,308.31

TABLE 5bis : OFF BALANCE SHEET IEEA

OFF BALANCE	2017	2016
OB.1. Contingent Assets	15,047,446.74	18,765,476.03
GR for pre-financing	15,047,446.74	18,765,476.03
OB.3. Other Significant Disclosures	-2,046,973,533.47	-2,046,973,533.47
OB.3.2. Comm against app. not yet con	-2,046,973,533.47	-2,046,973,533.47
OB.4. Balancing Accounts	2,031,926,086.73	2,028,208,057.44
OB.4. Balancing Accounts	2,031,926,086.73	2,028,208,057.44
OFF BALANCE	0.00	0.00

TABLE 6: AVERAGE PAYMENT TIMES FOR 2017 - DG IEEA

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	3472	3405	98.07 %	11.09	67	1.93 %	47.18
45	31	31	100.00 %	25.65			
50	4	4	100.00 %	29			
60	252	252	100.00 %	40.25			
75	1	1	100.00 %	33			
90	1597	1559	97.62 %	51.32	38	2.38 %	104.79

Total Number of Payments	5357	5252	98.04 %		105	1.96 %	
Average Net Payment Time	25.38			24.53			68.03
Average Gross Payment Time	32.7			31.79			78.04

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	36	1077	20.10 %	5357	344,922,472.07	31.26 %	1,103,535,095.26

Late Interest paid in 2017			
DG	GL Account	Description	Amount (Eur)
EACI	65010100	Interest on late payment of charges New FR	8 912.49
			8 912.49

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2017

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
66	OTHER CONTRIBUTIONS AND REFUNDS	6,319,744.61	2,513,933.73	8,833,678.34	2,805,983.76	625,609.4	3,431,593.16	5,402,085.18
Total DG IEEA		6,319,744.61	2,513,933.73	8,833,678.34	2,805,983.76	625,609.4	3,431,593.16	5,402,085.18

TABLE 8 : RECOVERY OF PAYMENTS
(Number of Recovery Contexts and corresponding Transaction Amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2017 Year of Origin (commitment)	Error		Irregularity		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2009			1	1,907.47	1	1,907.47	2	76,068.77	50.00%	2.51%
2010	1	7,538.37	9	593,162.07	10	600,700.44	10	600,700.44	100.00%	100.00%
2011	2	38,841.17	13	985,202.12	15	1,024,043.29	15	1,024,043.29	100.00%	100.00%
2012			14	469,840.21	14	469,840.21	14	469,840.21	100.00%	100.00%
2013			3	633,930.12	3	633,930.12	3	633,930.12	100.00%	100.00%
2014							12	391,449.37		
2015	1	799.26	2	20,000	3	20,799.26	79	2,979,711.66	3.80%	0.70%
2016			4	40,000	4	40,000	11	95,561.79	36.36%	41.86%
2017							6	216,620		
Sub-Total	4	47,178.8	46	2,744,041.99	50	2,791,220.79	152	6,487,925.65	32.89%	43.02%

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES									1	22.87		
NON ELIGIBLE IN COST CLAIMS	92	6,701,108.63	227	12,775,561.43			319	19,476,670.06	433	31,658,699.16	73.67%	61.52%
CREDIT NOTES	3	235,775.29	3	535,212.87			6	770,988.16	13	979,492.17	46.15%	78.71%
Sub-Total	95	6,936,883.92	230	13,310,774.3			325	20,247,658.22	447	32,638,214.2	72.71%	62.04%
GRAND TOTAL	99	6,984,062.72	276	16,054,816.29			375	23,038,879.01	599	39,126,139.85	62.60%	58.88%

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2017 FOR IEEA

	Number at 31/12/2016	Number at 31/12/2017	Evolution	Open Amount (Eur) at 31/12/2016	Open Amount (Eur) at 31/12/2017	Evolution
2012		2			69.734,74	
2013		2			73.238,97	
2014		4			314.251,44	
2015		6			1.261.830,85	
2016		3			169.268,33	
2017		31			3.513.760,85	
TOTAL		48			5.402.085,18	

TABLE 10 : RECOVERY ORDER WAIVERS IN 2017 >= EUR 100.000

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments

Total DG IEEA	
---------------	--

Number of RO waivers	
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TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG IEEA - 2017

Internal Procedures > € 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Art. 134.1(a) (Without prior publication) No tenders or no suitable tenders have been submitted	1	300,000.00
Art. 134.1(b) (Without prior publication) Technical or artistic reasons, or reasons connected with the protection of exclusive rights	1	749,935.00
Total	2	1,049,935.00

TABLE 12 : SUMMARY OF PROCEDURES OF DG IEEA EXCLUDING BUILDING CONTRACTS

Internal Procedures > € 60,000

Procedure Legal base	Number of Procedures	Amount (€)
Competitive Dialogue (104(1) (e) FR)	2	6,300,000.00
Exceptional Negotiated Procedure without publication of a contract notice (Art. 134 RAP)	2	1,049,935.00
Negotiated Procedure with at least five candidates below Directive thresholds (Art. 136a RAP)	1	83,750.00
Open Procedure (Art. 104(1) (a) FR)	24	52,834,958.77
Open Procedure (Art. 127.2 RAP)	8	11,004,007.00
Restricted Procedure (Art. 127.2 RAP)	1	98,589.23
Total	38	71,371,240.00

TABLE 13 : BUILDING CONTRACTS

Legal base	Contract Number	Contractor Name	Description	Amount (€)

TABLE 14 : CONTRACTS DECLARED SECRET

Legal base	Contract Number	Contractor Name	Description	Amount (€)

Annex 3 Financial Reports - IEEA - Financial Year 2017
Administrative Budget

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis : Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2017 (in Mio €)				
Chapter		Commitment appropriations authorised *	Commitments made	%
		1	2	3=2/1
Title 1 Staff expenditure				
1111	Temporary Agents - Remunerations	8.65	8.46	97.79 %
1112	Temporary Agents - Allowances	2.18	2.10	96.35 %
1121	Contract Agents - Remunerations	14.35	14.08	98.10 %
1122	Contract Agents - Allowances	4.11	4.04	98.31 %
1141	Support services & trainees	0.85	0.77	90.94 %
1211	Recruitment expenses	0.02	0.02	100.00 %
1221	Individual entitlements of staff	0.39	0.39	100.00 %
1231	Training	0.62	0.62	100.00 %
1241	Medical Services	0.10	0.10	100.00 %
1242	Mobility & social expenses for the Staff	0.64	0.64	100.00 %
1251	Representation expenses, Events and internal meeti	0.03	0.03	100.00 %
Total Title 1		31.93	31.24	97.84%
Title 2 Infrastructure and operating expenditure				
2111	Rental of building and associated expenses	4.42	4.42	100.00 %
2211	ICT Purchases, Hard - and Software & Maintenances	0.46	0.43	94.08 %
2212	ICT Services	1.54	1.38	89.59 %
2311	Furniture, Technical Installations and associated	0.22	0.20	92.58 %
2312	Office supplies, documentation & correspondence	0.08	0.04	63.64 %
2313	Charges, Insurances & other operating expenses	0.07	0.04	53.94 %
Total Title 2		6.77	6.51	96.19%
Title 3 Programme support expenditure				
3111	Experts and external meetings	2.48	2.46	99.02 %
3112	Missions: Programme management	0.58	0.58	100.00 %
3113	External Audits	0.63	0.63	99.72 %
3114	Communication, Information and Linguistic services	0.54	0.53	98.28 %
3116	Programme related IT expenses	0.10	0.10	99.82 %
Total Title 3		4.33	4.29	99.18%
TOTAL IEEA		43.03	42.04	97.72 %

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

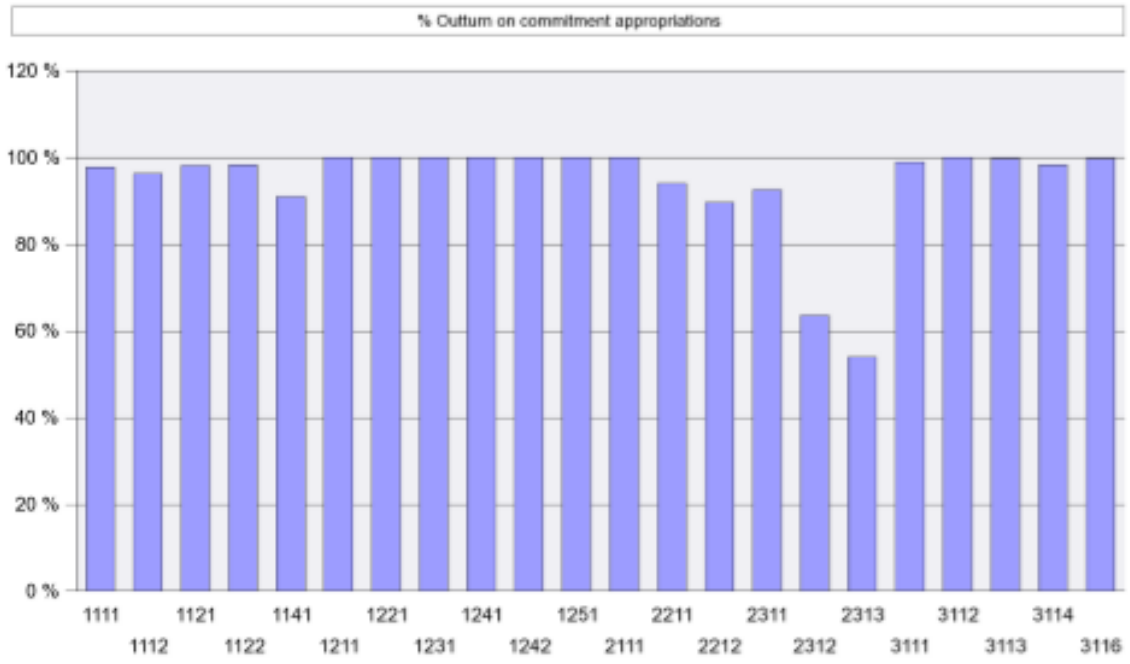


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2017 (in Mio €)				
Chapter		Payment appropriations authorised *	Payments made	%
		1	2	3=2/1
Title 1 Staff expenditure				
1111	Temporary Agents - Remunerations	8.65	8.48	97.79 %
1112	Temporary Agents - Allowances	2.18	2.10	96.35 %
1121	Contract Agents - Remunerations	14.35	14.08	98.10 %
1122	Contract Agents - Allowances	4.11	4.04	98.31 %
1141	Support services & trainees	0.95	0.78	80.32 %
1211	Recruitment expenses	0.03	0.02	69.04 %
1221	Individual entitlements of staff	0.43	0.39	89.50 %
1231	Training	0.79	0.49	61.35 %
1241	Medical Services	0.17	0.13	81.65 %
1242	Mobility & social expenses for the Staff	0.88	0.74	84.59 %
1251	Representation expenses, Events and internal meeti	0.04	0.02	54.06 %
Total 1		32.58	31.23	95.87%
Title 2 Infrastructure and operating expenditure				
2111	Rental of building and associated expenses	5.00	3.98	79.55 %
2211	ICT Purchases, Hard - and Software & Maintenances	0.64	0.35	55.41 %
2212	ICT Services	1.88	1.39	73.93 %
2311	Furniture, Technical Installations and associated	0.25	0.15	60.13 %
2312	Office supplies, documentation & correspondence	0.11	0.05	47.70 %
2313	Charges, Insurances & other operating expenses	0.13	0.08	62.73 %
Total 2		8.02	6.01	74.98%
Title 3 Programme support expenditure				
3111	Experts and external meetings	4.06	1.49	36.60 %
3112	Missions: Programme management	0.63	0.53	84.53 %
3113	External Audits	1.06	0.58	54.95 %
3114	Communication, Information and Linguistic services	1.00	0.56	55.69 %
3116	Programme related IT expenses	0.12	0.07	63.56 %
Total 3		6.88	3.24	47.08%
TOTAL IEEA		47.47	40.48	85.28 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

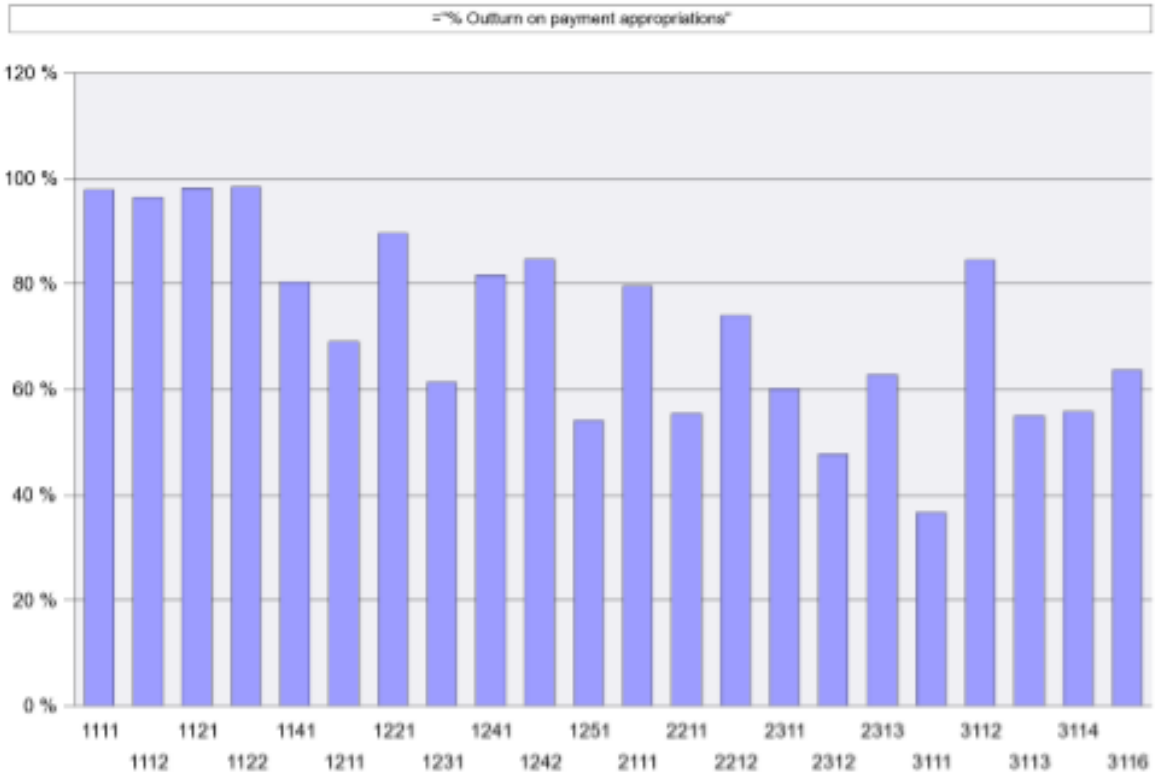


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (In Mio €)					
Chapter		2017 Commitments to be settled			
		Commitments 2017	Payments 2017	RAL 2017	% to be settled
		1	2	3=1-2	4=1-2/1
Title 1 Staff expenditure					
1111	Temporary Agents - Remunerations	8.46	-8.46	0.00	0.00 %
1112	Temporary Agents - Allowances	2.10	-2.10	0.00	0.00 %
1121	Contract Agents - Remunerations	14.08	-14.08	0.00	0.00 %
1122	Contract Agents - Allowances	4.04	-4.04	0.00	0.00 %
1141	Support services & trainees	0.77	-0.71	0.06	8.38 %
1211	Recruitment expenses	0.02	-0.02	0.00	6.34 %
1221	Individual entitlements of staff	0.39	-0.36	0.03	6.71 %
1231	Training	0.62	-0.35	0.28	44.31 %
1241	Medical Services	0.10	-0.07	0.03	30.28 %
1242	Mobility & social expenses for the Staff	0.64	-0.51	0.13	20.46 %
1251	Representation expenses, Events and internal meet	0.03	-0.02	0.01	38.26 %
Total 1		31.24	-30.70	0.54	1.72%
Title 2 Infrastructure and operating expenditure					
2111	Rental of building and associated expenses	4.42	-3.46	0.96	21.74 %
2211	ICT Purchases, Hard - and Software & Maintenances	0.43	-0.18	0.26	59.10 %
2212	ICT Services	1.38	-1.12	0.26	18.38 %
2311	Furniture, Technical installations and associated	0.20	-0.14	0.06	31.02 %
2312	Office supplies, documentation & correspondence	0.04	-0.02	0.02	45.14 %
2313	Charges, Insurances & other operating expenses	0.04	-0.03	0.01	19.45 %
Total 2		6.51	-4.95	1.56	23.94%
Title 3 Programme support expenditure					
3111	Experts and external meetings	2.46	-0.09	2.36	96.29 %
3112	Missions: Programme management	0.58	-0.50	0.08	14.30 %
3113	External Audits	0.63	-0.16	0.47	74.10 %
3114	Communication, information and Linguistic services	0.53	-0.18	0.35	65.38 %
3115	Programme related IT expenses	0.10	-0.05	0.04	43.97 %

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (in Mio €)				
Chapter	2017 Commitments to be settled			
	Commitments 2017	Payments 2017	RAL 2017	% to be settled
	1	2	3=1-2	4=1-2//1
Total 3	4.29	-0.99	3.30	76.97%
TOTAL	42.04	-36.64	5.4	12.84 %

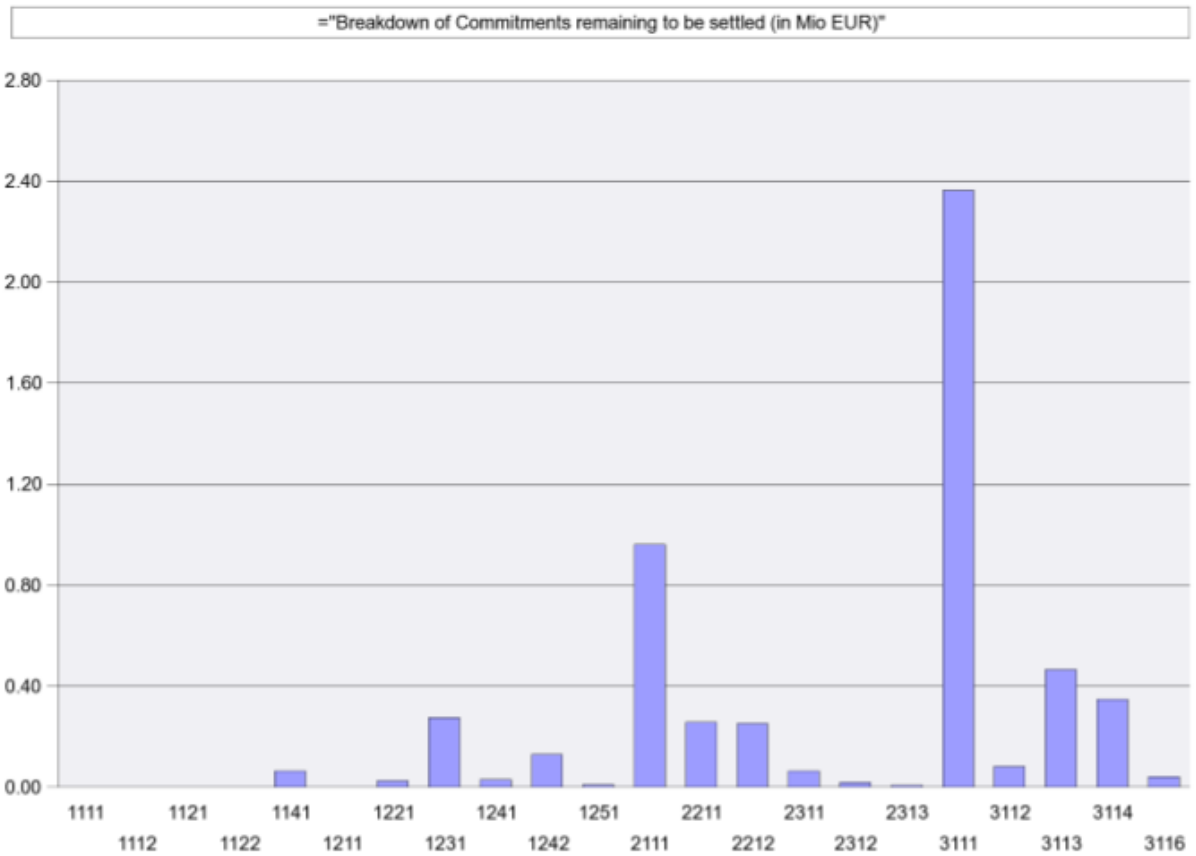


TABLE 4 : BALANCE SHEET IEAA

BALANCE SHEET	2017	2016
A.I. NON CURRENT ASSETS	1,818,909.83	1,822,967.01
A.I.1. Intangible Assets	1,452	0
A.I.2. Property, Plant and Equipment	1,817,457.83	1,822,967.01
A.II. CURRENT ASSETS	8,335,477.07	4,982,973.64
A.II.2. Current Pre-Financing	0	
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	1,318,307.55	74,753.19
A.II.6. Cash and Cash Equivalents	7,017,169.52	4,908,220.45
ASSETS	10,154,386.9	6,805,940.65
P.II. CURRENT LIABILITIES	-6,937,157.52	-3,404,379.51
P.II.2. Current Provisions	-13,975	-18,725
P.II.4. Current Payables	-2,975,788.94	-550,514.68
P.II.5. Current Accrued Charges & Defrd Income	-3,947,393.58	-2,835,139.83
LIABILITIES	-6,937,157.52	-3,404,379.51
NET ASSETS (ASSETS less LIABILITIES)	3,217,229.38	3,401,561.14
P.III.2. Accumulated Surplus/Deficit	-3,401,561.14	-6,182,068.31
Non-allocated central (surplus)/deficit*	184,331.76	2,780,507.17
TOTAL	0	0

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE IEEA

STATEMENT OF FINANCIAL PERFORMANCE	2017	2016
II.1 REVENUES	-41,438,627.57	-35,365,419.48
II.1.2. EXCHANGE REVENUES	-41,438,627.57	-35,365,419.48
II.1.2.1. FINANCIAL INCOME	-1,410.99	-10,644.14
II.1.2.2. OTHER EXCHANGE REVENUE	-41,437,216.58	-35,354,775.34
II.2. EXPENSES	41,622,959.33	38,145,926.65
II.2. EXPENSES	41,622,959.33	38,145,926.65
II.2.10. OTHER EXPENSES	12,787,822.19	12,562,889.34
II.2.6. STAFF AND PENSION COSTS	28,835,103.72	25,579,900.31
II.2.8. FINANCE COSTS	33.42	3,137
STATEMENT OF FINANCIAL PERFORMANCE	184,331.76	2,780,507.17

TABLE 5bis : OFF BALANCE SHEET IEEA

	2017	2016

TABLE 6: AVERAGE PAYMENT TIMES FOR 2017 - IEEA

Legal Times

Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	1282	1144	89.24 %	16.05	138	10.76 %	45.05
45	66	65	98.48 %	16.25	1	1.52 %	68
60	3	3	100.00 %	27.67			

Total Number of Payments	1351	1212	89.71 %		139	10.29 %	
Average Net Payment Time	19.09			16.09			45.22
Average Gross Payment Time	19.51			16.47			45.96

Suspensions

Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	25	23	1.70 %	1,351	1,230,330.18	6.83 %	18,013,072.03

Late Interest paid in 2017

Agency	GL Account	Description	Amount (Eur)
IEEA	65010000	Interest expense on late payment of charges	33.42
			33.42

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2017					
Title	Description	Year of Origin	Revenue and Income recognized	Revenue and Income cashed	Outstanding Balance
2000	Subsidy	2017	43,030,197.99	43,030,197.99	0.00
9000	Other income	2017	43,635.05	43,635.05	0.00
TOTAL IEAA			43,073,833.04	43,073,833.04	0.00

TABLE 8 : RECOVERY OF PAYMENTS
(Number of Recovery Contexts and corresponding Transaction Amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2017 Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
No Link			1	20,332		
Sub-Total			1	20,332		

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES	1	1,447					1	1,447	1	1,447	100.00%	100.00%
Sub-Total	1	1,447					1	1,447	1	1,447	100.00%	100.00%
GRAND TOTAL	1	1,447					1	1,447	2	21,779	50.00%	6.64%

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2017 FOR IEEA

Year of Origin	Number at 01/01/2017	Number at 31/12/2017	Evolution	Open Amount (Eur) at 01/01/2017	Open Amount (Eur) at 31/12/2017	Evolution
Totals						

TABLE 10 : RECOVERY ORDER WAIVERS IN 2017 >= EUR 100.000

	Waiver Central Key	Linked RO Central Key	RO Accepted amount (Eur)	LE Account Group	Commission Decision	Comments
1						

Total IEEA	
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Number of RO waivers	
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ANNEX 4: Materiality criteria

The five internal control objectives are defined in the Financial Regulation (FR art. 32.2). The Authorising Officer by Delegation (AOD) should set up an appropriate control system (FR art. 66.2) and define specific management and control targets, and in particular, should use the best information available for determining which weaknesses would be subject to a formal reservation to his/her declaration (FR art. 66.9).

The Agency's AOD assesses the significance of any weakness that could lead to a formal reservation. This is done by identifying their potential impact and judging whether it could be material enough to influence the conclusion of the users of the Annual Activity Report.

- **Legacy programmes (CIP Intelligent Energy Europe II, CIP Enterprise Europe Network, CIP Eco Innovation) and COSME, LIFE and EMFF:**

For the legacy programmes and COSME, LIFE and EMFF, the Agency's quantitative materiality threshold is set at a residual error rate of 2%⁹, in application of the Commission's standard practice. In qualitative terms, the following factors are considered: nature and scope of any significant weaknesses, duration, compensatory measures such as mitigating controls, existence of corrective actions to correct any significant weaknesses.

In view of the **multi-annual nature of its programmes**, EASME has built a multiannual ex-post audit strategy based on a multi-annual control strategy, with the detected and residual error rates being multiannual accordingly.

The results of ex-post controls carried out by the Agency (detected errors) are calculated over the programme lifetime to provide the multi-annual detected error rate. The detected error rate is extrapolated to the non-audited part of the payment population.

The calculation also shows the 'cleaning' effect of the ex-post controls by building into the calculation the financial impact of the follow-up of ex-post controls performed – which effectively correct the majority of detected errors. This provides the residual error. The detailed calculation of the multi-annual residual error rate per programme is shown in section 2.1 of this report.

The **EASME Ex-Post Control strategy** is based on the following principles, intended to find an optimal balance between the purposes of being (i) maximum-corrective, (ii) reasonably cost-effective and (iii) sufficiently close to random to allow drawing an assurance conclusion:

⁹ According to the draft H2020 ex-post audit strategy, the H2020 error rate is expected to be in the range 2-5%, though not necessarily below it.

1. EASME Ex Post Control Strategies cover the following programmes: Intelligent Energy Europe, Enterprises Europe Network, Eco-Innovation – MFF 2007-2013 and 3 newly delegated current ones LIFE, COSME and EMFF – MFF 2014-2020¹⁰. For each programme, a sample (covering a range from 5% to 20%¹¹ of the programme's cumulative funding) is audited, the audit results are implemented (corrections made) and a cumulative residual error rate is calculated.

2. Taking into account the limited ex-post control resources, the ex-post control strategy aims to detect and correct the most significant errors (*amount in absolute terms*). In that respect, EASME focuses on value-targeted audits (aiming at cleaning the largest amounts and thus maximising assurance). Such approach is considered more control-effective, resulting in higher returns on investment and dissuasive effect, and cost-effective. For the EASME programmes populations, based on our experience from managing the legacy programmes and to the best of our knowledge, there are no indications (at ex-post level¹²) for inherently higher error rates (*error in %*) in the larger participations, thus the value-targeted audits are considered being a non-biased 'proxy' – i.e. random enough to enable drawing conclusions from them.

3. Auditing a statistically representative or even a random sample would not be cost-effective, given that then rather small participations will also be sampled. With an expected detected error rate and thus potential correction of, say, 5% and a typical audit cost of, say, 11,500 EUR, participations audited should be in principle and if possible larger than 230,000 EUR. Furthermore, a 'stratified' approach would not be appropriate given that there appear to be no solid grounds for a clear segmentation of the programmes populations, based on distinct grant modalities, features, etc., and leading to 'distinctly' lower/higher risk profile segments (e.g. less than 2% and/or above 10%).

4. Although the Agency recognises that the above approach is not fully statistically representative, in line with the DG BUDG guidance it is considered as the second-best alternative; as a 'proxy' to a fully representative or a random sample.

5. In addition to the value-targeted audits, the Agency performs to a limited extent risk-targeted audits of beneficiaries. This selection addresses specific concerns, risks or issues, detected and highlighted either by the financial or operational teams. Due to their specific nature, error rates of these "risk-targeted" audits are not included in the average random-proxy error rate calculation.

6. Due to its multi-annual nature, the effectiveness of the ex-post control strategy can

¹⁰ Ex-post audits for H2020 will be performed by the Common Support Centre (lead DG is RTD), through a Common Representative audit Sample (CRS). Please see section below.

¹¹ depending on the expected detected error rate and on the need for budget 'cleaning' to meet the RER control objective

¹² i.e. after having applied differentiated ex-ante controls for the largest participations. For example, according to RAP 207, the certificate on the financial statements and underlying accounts shall be compulsory for interim payments and for payments of balances in the following cases:(a) grants for an action for which the amount is EUR 750 000 or more, when the cumulative amounts of payment requests under that form is at least EUR 325 000.

only be measured and assessed at the final stages in the lifecycle of each programme and once ex-post audit strategy has been fully implemented. Notwithstanding the multiannual span of the control strategy, the Director of EASME is required to sign a statement of assurance for each financial reporting year. In order to determine whether to qualify this statement of assurance with a reservation, the effectiveness of the control systems in place needs to be assessed not only for the year of reference but also with a multiannual perspective, to determine whether it is possible to reasonably conclude that the control objectives will be met in the future as foreseen.

7. The criteria for making a decision on whether there is material error in the expenditure of the Agency, and so on whether to make a reservation in the AAR, will be principally, though not necessarily exclusively, based on the level of error identified in ex-post audits of cost claims on a multi-annual basis.

A specific Ex-Post Audit Strategy for the newly delegated programmes of the Agency was finalised on 22/02/2016. Ex-post controls on the newly delegated programmes started to take place in 2017, by performing a pilot audit on COSME and LIFE grants as well by launching audits on COSME. In line with the audit strategy, the Ex-Post Audit Strategy will continue to be implemented in the following years in line with the advancement of the lifecycle of these projects.

- **Horizon 2020**

As concerns Horizon 2020, a Common Audit Strategy was adopted on 22.02.2016 to cover all implementing bodies of the Research Family (including EASME). The control system established for Horizon 2020 is aiming to a detected error rate ranging from 2% to 5% (as close as possible to 2%, after corrections). Consequently, this range has been considered in the legislation as the control objective set for the framework programme.

The question of being on track towards this objective is to be (re)assessed annually, in view of the results of the implementation of the ex-post audit strategy and taking into account both the frequency and importance of the errors found as well as a cost-benefit analysis of the effort needed to detect and correct them.

1. Assessment of the effectiveness of controls

The assessment of the effectiveness of the control system is based mainly, but not exclusively, on ex-post audits' results. The effectiveness is expressed in terms of detected and residual error rate, calculated on a representative sample.

Different indicators are calculated to provide a comprehensive view of legality and regularity:

Overall Detected Error Rate: this is the error rate derived from the results of all audits, whether audits on a representative sample of beneficiaries or audits implemented for other reasons (large beneficiaries, preventive audits, risk factors, etc). Its value is cumulative and can be calculated for a specific implementing body or for the whole Research and Innovation family.

Representative Error Rate for the Framework Programme: this is the error rate derived solely from the results of the CRS, extrapolated to the overall population and calculated for each FP as a whole. This error rate provides an estimate of the level of error in the given framework programme at the time of the audits, but does not factor in the follow-up and corrections/recoveries undertaken by Commission services after the audit, nor does it provide information on the net final financial impact of errors.

Residual Error Rate: the residual error rate, on a multi-annual basis, is the extrapolated level of error remaining after corrections/recoveries undertaken by Commission services following the audits that have been made. The calculation of the residual error rate, as shown in Annex 4, is based on the following assumptions: a) all errors detected will be corrected; b) all non-audited expenditure subject to extension of audit findings is clean from systematic material errors so that the residual error rate can be estimated to be equal to the non-systematic error rate.

The residual error rate is calculated in accordance with the following formula:

$$ResER\% = \frac{(RepER\%*(P-A))-(RepERSys\%*E)}{P}$$

where:

- ResER% residual error rate, expressed as a percentage.
- RepER% representative error rate, or error rate detected in the common representative sample, expressed as a percentage. For Horizon 2020 this rate is the same for all Research services.
- RepERSys% portion of the RepER% representing (negative) systematic errors, expressed as a percentage. The RepER% is composed of two complementary portions reflecting the proportion of negative systematic and non-systematic errors detected.
- P total aggregated amount in euros of EC share of funding in the auditable population. In FP7, the population is that of all received cost statements, and the euros amounts those that reflect the EC share included in the costs claimed in each cost statement.
- A total EC share of all audited amounts, expressed in euro. This will be collected from audit results.
- E total non-audited amounts of all audited beneficiaries. In FP7, this consists of the total EC share, expressed in euro, excluding those beneficiaries for which an extrapolation is ongoing).

The Common Representative Audit Sample (CRAS) is the starting point for the calculation of the residual error rate. It is representative of the expenditure of each FP as a whole. Nevertheless, the Director of EASME must also take into account other information when considering if the overall residual error rate is a sufficient basis on which to draw a conclusion on assurance (or make a reservation) for specific segment(s) of Horizon 2020. This may include the results of other ex-post audits, ex-ante controls, risk assessments, audit reports from external or internal auditors, etc. All this information may be used in assessing the overall impact of a weakness and considering whether to make a reservation or not.

If the CRAS results are not used as the basis for calculating the residual error rate this must be clearly disclosed in the AAR, along with details of why and how the final judgement was made.

In case a calculation of the residual error rate based on a representative sample is not possible for a FP for reasons not involving control deficiencies¹³, the consequences are to be assessed quantitatively by making a best estimate of the likely exposure for the reporting year based on all available information. The relative impact on the Declaration of Assurance would be then considered by analysing the available information on qualitative grounds and considering evidence from other sources and areas. This should be clearly explained in the AAR.

2. Multi-annual approach

Because of its multiannual nature, the effectiveness of the Research services' control strategy can only be fully measured and assessed at the final stages in the life of the framework programme, once the ex-post audit strategy has been fully implemented and systematic errors have been detected and corrected.

Notwithstanding the multiannual span of the control strategy, for Horizon 2020, the Director of EASME is required to sign a statement of assurance for each financial reporting year. In order to determine whether to qualify this statement of assurance with a reservation, the effectiveness of the control systems in place needs to be assessed not only for the year of reference but also with a multiannual perspective, to determine whether it is possible to reasonably conclude that the control objectives will be met in the future as foreseen.

In view of the crucial role of ex-post audits defined in the respective common audit strategies, this assessment needs to check in particular whether the scope and results of the ex-post audits carried out until the end of the reporting period are sufficient and adequate to meet the multiannual control strategy goals.

The criteria for making a decision on whether there is material error in the expenditure of the Agency, and so on whether to make a reservation in the AAR, will therefore be principally, though not necessarily exclusively, based on the level of error identified in ex-post audits of cost claims on a multi-annual basis.

3. Adequacy of the audit scope

The multiannual planning and results should be reported in sufficient detail to allow the reader to form an opinion on whether the strategy is on course as foreseen.

The Director should form a qualitative opinion to determine whether deviations from the multiannual plan are of such significance that they seriously endanger the achievement of the internal control objective. In such case, she or he would be expected to qualify his annual statement of assurance with a reservation.

¹³ Such as, for instance, when the number of results from a statistically-representative sample collected at a given point in time is not sufficient to calculate a reliable error rate.

ANNEX 5: Internal Control Template(s) for budget implementation (ICTs)

Stage 1: Programming, evaluation and selection of proposals

A - Preparation, adoption and publication of the Annual Work Programme and Calls for proposals

Main control objectives: Ensuring that the Agency selects the proposals that contribute the most towards the achievement of the policy or programme objectives (effectiveness); compliance (legality & regularity); prevention of fraud.

Main risks It may happen that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The Calls for proposals do not adequately reflect the policy objectives, priorities, are incoherent and/or the essential eligibility, selection and award criteria are not adequate to ensure the evaluation of the proposals.</p>	<ul style="list-style-type: none"> • The Call for Proposals is based on the annual Work Programme adopted by the Commission and elaborated in cooperation with the parent DGs • Hierarchical validation within the authorising department • Inter-service consultation, including all relevant DGs • Explicit allocation of responsibilities, approval of the call text by the AOD 	<ul style="list-style-type: none"> • Coverage/Frequency: 100% • Depth: All Work Programmes are thoroughly reviewed at all levels, including for operational and legal aspects and adopted by the EC 	<p>Costs: Estimation of cost of staff involved in the preparation and the validation of the Annual Work Programme and the calls.</p> <p>Costs are measured for stage 1 globally (phase A + B). Globally 14% of staff costs are dedicated to stage 1 programming, evaluation and selection.</p> <p>Benefits: Only qualitative benefits. A good Work Programme and well published Calls generate a large number of good quality projects from which the projects with most merit can be chosen. There will therefore be real competition for funds.</p>	<p>1 a) Effectiveness:</p> <ul style="list-style-type: none"> • % of number of Calls successfully concluded/number of Calls planned in the Annual Work Programme • % of budget value implemented/budget allocated (commitments from Calls)

Stage 1: Programming, evaluation and selection of proposals

B - Selecting and awarding: Evaluation, ranking and selection of proposals

Main control objectives: Ensuring that the most promising projects for meeting the policy objectives are among (a good balance of) the proposals selected (effectiveness); compliance (legality & regularity); prevention of fraud.

Main risks It may happen that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<ul style="list-style-type: none"> The evaluation, ranking and selection of proposals is not carried out in accordance with the established procedures, the policy objectives, priorities and/or the essential eligibility, or with the selection and award criteria defined in the annual work programme and subsequent Calls for proposals. Risk of poor quality of selected proposals reducing the effectiveness of the programmes because: <ul style="list-style-type: none"> ✓ the procedure for awarding grants is quite complex with regard to compliance with the legal requirements ✓ only projects of good quality ensuring a high impact of the EU programmes should 	<ul style="list-style-type: none"> The evaluation of proposals is supported by external experts: each proposal is evaluated by at least three experts who work independently from each other All persons involved in an evaluation sign a declaration of absence of conflict of interest prior to the start of the evaluation work Hierarchical validation by the AOD of ranked list of proposals During the selection procedure: the eligibility, exclusion, selection and award criteria are checked; Consultation with other DGs and colleagues in the Agency on special cases concerning potential overlaps with ongoing projects, technical opinion, etc. A consultation (ISC) on 	<ul style="list-style-type: none"> 100% of proposals are evaluated 100% vetting of experts for technical expertise and independence (e.g. conflicts of interests, nationality bias, ex-employer bias, collusion) 100% of ranked list of proposals. Supervision of work of the evaluators 100% of ranked list of proposals validated by the AOD 100% of ranked list of proposals sent for ISC with parent DGs 100% of contested decisions are analysed by a redress committee 	<p>Costs:</p> <ul style="list-style-type: none"> Estimation of cost of staff involved in the evaluation and selection of proposals. Costs are measured for stage 1 globally (phase A + B). Globally 14% of staff costs are dedicated to stage 1 programming, evaluation and selection. External costs: expert expenses <p>Benefits:</p> <ul style="list-style-type: none"> Quantitative benefits: the detection of ineligible proposals. In case of a non-detection some of these proposals might have been selected. The avoided potential loss can be measured by applying the success rate on the 	<p>1a) Effectiveness:</p> <ul style="list-style-type: none"> Success rate: number of selected (funded) proposals/number of eligible proposals % of review requests leading to a re-evaluation/total number of evaluated proposals <p>1b) Efficiency:</p> <ul style="list-style-type: none"> Average Time to Inform: result versus target (average time from the publication until the signature of grant agreements): (targets differ according to the programme).

Main risks It may happen that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>be funded while avoiding double financing of the same subsidised action.</p> <ul style="list-style-type: none"> The applicant might not have stable and sufficient sources of funding to maintain his activity throughout the period during which the action is being carried out or the year for which the grant is awarded and to participate in its funding. 	<p>the ranking list of the selected proposals is launched by the AOSD to prevent double funding of the same project</p> <ul style="list-style-type: none"> Redress procedure - allowing an applicant, who considers that a procedural act by an authorising officer adversely affects its rights, to challenge the act 		<p>requested funding of the ineligible proposals.</p> <ul style="list-style-type: none"> Qualitative benefits: expert evaluators from outside the Commission bring independence, state of the art knowledge in the field and a range of different opinions. This will have an impact on the whole project cycle: better planned and better executed projects. Selection controls ensure that the projects with most merit are funded which is a very significant but mostly qualitative benefit. 	

Stage 2: Contracting: Transformation of selected proposals into legally binding grant agreements

Main control objectives: Ensuring that the most promising projects for meeting the policy objectives are among the proposals contracted; optimal allocation of actions and funds allocation (best value for public money; effectiveness, economy, efficiency); compliance (legality & regularity); prevention of fraud.

Main risks It may happen that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators

Main risks It may happen that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<ul style="list-style-type: none"> The description of the action in the grant agreement includes tasks which do not contribute to the achievement of the programme objectives Budget foreseen overestimates the costs necessary to carry out the action Risk of poor technical implementation of the project including the communication of the projects' results, reducing the programmes' impact The beneficiary lacks operational and/or financial capacity to carry out the actions A beneficiary is awarded several grants from the budget for a single action Projects are overfunded (e.g. breach of co-financing, non-profit, non-cumulative or non-retroactivity principles) Procedures do not comply with regulatory framework. 	<ul style="list-style-type: none"> Adjustment phase, prior to the contract signature, during which the project officers and the financial officers check the technical and financial annexes of the future grant agreement, taking into account the comments made during the evaluation Check of the EDES database Use of model grant agreements recommended by the Commission adapted to the programmes. The model Grant agreements are approved by the relevant parent DGs Validation of the beneficiaries operational and financial viability checks Request of a financial guarantee following a risk-based approach Signature of the grant agreement by the AOSD Implementation of the evaluators' recommendations Hierarchical validation of the proposed adjustments. 	<ul style="list-style-type: none"> 100% of the selected proposals and beneficiaries are scrutinised The perpetual use of the standard model grant agreement 100% of coordinators financial status evaluated Request of a financial guarantee based on the results of a risk assessment <p>Depth may be differentiated; determined after considering the type or nature of the beneficiary (e.g. SMEs), the modalities (e.g. substantial subcontracting) or the total value of the grant.</p> <p>Remark: for H2020 programmes given the constraints on the time to grant set out in the H2020 legislation, "negotiation" of projects is kept to a minimum. As far as possible the positively evaluated projects are accepted without modification.</p>	<p>Costs:</p> <ul style="list-style-type: none"> Estimation of staff costs involved in the contracting process. Globally 14% of staff costs are estimated to be spent to stage 2 contracting. <p>Benefits:</p> <ul style="list-style-type: none"> Quantitative benefits: the difference between the EC funding value requested in the selected proposals and that of the corresponding grant agreements Qualitative benefits: The whole committed budget is checked for quality (prevention of later errors). This stage should lead to a higher assurance on the achievement of the projects – and policy objectives. 	<p>2a) Effectiveness:</p> <ul style="list-style-type: none"> % reduction of the EC contribution to the grant agreement as a result of the adjustment process when applicable. <p>2b) Efficiency:</p> <ul style="list-style-type: none"> Average time to grant The targets set in the 2018 AWP are: 3 months for SME instrument phase I; 6 months for SME instrument phase II; 8 months for H2020 calls and 9 months for non-H2020 calls.

Main risks It may happen that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators

Stage 3: Monitoring the execution: This stage covers the monitoring of the operational, financial and reporting aspects related to the project and grant agreement

Main control objectives: Ensuring that the operational results (deliverables) from the projects are of good value and meet the objectives and conditions (effectiveness & efficiency); ensuring that the related financial operations comply with regulatory and contractual provisions (legality & regularity); prevention of fraud; ensuring appropriate accounting of the operations (reliability of reporting, safeguarding of assets and information).

Main risks It may happen that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<ul style="list-style-type: none"> The actions foreseen are not totally or partially carried out in accordance with the technical description and requirements foreseen in the grant agreement The amounts paid exceed the amounts due or are not in accordance with the applicable contractual and regulatory provisions Risk of overpayment of project costs negatively affecting the efficiency and economy of the granted fund 	<ul style="list-style-type: none"> The guidelines and the templates for applicants and beneficiaries to help prepare the budgets of the proposals and the cost-statements for the financial reports Kick-off meetings and contractor's meetings involving the project coordinators in order to avoid project management and reporting errors Anti-fraud awareness trainings for newcomers Operational and financial ex-ante desk checks by the Agency's staff in accordance with the financial circuits, Manual of Procedures and internal guidelines; detailed 	<ul style="list-style-type: none"> 100% of the projects are controlled Riskier operations subject to in-depth and/or on-site controls High risk operations identified by risk criteria and the red flags such as delayed interim deliverables, suspicion of plagiarism, unstable consortium, EDES, negative audit results, etc. 	<p>Costs:</p> <ul style="list-style-type: none"> Estimation of staff costs involved in the actual management of running projects Globally 65% of staff costs are estimated to be spent to stage 3 monitoring the execution Mission costs for on the spot visits External costs: monitoring expert costs. 	<p>3a) Effectiveness:</p> <ul style="list-style-type: none"> Value of detected errors (rejected costs) % of detected errors vs total value cost claims submitted <p>3b) Efficiency:</p> <ul style="list-style-type: none"> Time to pay: % of payments within the legal deadlines

Main risks It may happen that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<ul style="list-style-type: none"> The beneficiary unduly obtains financial profit as a result from systemic or recurrent errors, irregularities, fraud or breach of obligations attributable to the beneficiary and having a material impact on a number of grants awarded to that beneficiary under similar conditions The agreed action or work programme is not carried out properly, in full or on time Operational performance of beneficiaries is inappropriate. 	<p>checking of the final reports against the grant agreement</p> <ul style="list-style-type: none"> For riskier operations enhanced ex-ante controls according to the Internal Control Strategy of the Agency. Monitoring on-the-spot visits to check technical progress and deliverables; checking of progress and interim reports to detect deviations timely and redirect the project on track When needed, application of suspension/interruption/deduction of payments, penalties or liquidated damages. Submitting cases to OLAF in case of suspicion of irregularities/fraud; flagging in EWS 		<p>Benefits:</p> <ul style="list-style-type: none"> Quantitative benefits: value of errors detected during the ex-ante desk checks of the submitted cost claim resulting in rejected costs. Extracted from ABAC for all programmes. Qualitative benefits: the main non-quantifiable benefit of monitoring, processing amendments and scrutinising costs claims is to ensure the legality and the regularity of the transactions (which could be seen as ensuring the near 100% regularity of the payments made). 	

Stage 4: Ex-Post controls

A - Reviews, audits and monitoring

Main control objectives: Measuring the level of error in the population after ex-ante controls have been undertaken; detect and correct any error or fraud remaining undetected after the implementation ex-ante controls (legality & regularity; anti-fraud strategy); identifying possible systemic

weaknesses in the ex-ante controls, based on the analysis of the audit findings (sound financial management) or weaknesses in the eligibility rules.

Legacy programmes (CIP IEE II, EEN and Eco-Innovation) as well as COSME, LIFE and EMFF				
Main risks It may happen (again) that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The ex-ante controls fail to prevent, detect and correct erroneous payments or attempted fraud; errors (ineligible costs reimbursed due to the complexity of the rules) remain undetected and uncorrected before the end of the control cycle; "irregularities" (intentional over-claims, fictitious subcontracting/outputs) are not detected and corrected beyond a tolerable rate of error.</p>	<ul style="list-style-type: none"> Ex-post control strategy: the ex-post audits are carried out on a multi-annual basis (programme's lifecycle) The ex-post control strategy involves value targeted sampling, aiming at cleaning the largest amount and thus maximising assurance and the cost-effectiveness of controls based on selection criteria such as high amounts granted, high number of projects, geographical balance, etc. In addition a number of risk-based audits (targeted audits) to address specific risks The on-the-spot audits are carried out independently by an external contractor (i.e. absence of conflict of interest) and in conformity with detailed procedures and guidelines. The Agency's ex-post control function is responsible for the 	<p>Coverage:</p> <ul style="list-style-type: none"> Value targeted sampling, for maximising the value of the audited transactions and the cost-effectiveness of controls based on selection criteria such as high amounts granted In addition, a number of risk-based audits for addressing specific risks and/or cases of irregularities or potential fraud. <p>Depth: detailed review and testing of supporting documents and transactions related to the cost claims submitted by the audited beneficiary</p>	<p>Costs:</p> <ul style="list-style-type: none"> External costs: cost of the audit firm for the outsourced ex-post controls Estimation of internal staff costs involved in the coordination and execution of the audit strategy Internal costs are measured for stage 4 globally (phase A + B). Globally 7% of all staff costs involved in grant management controls is dedicated to stage 4 ex-post controls and recoveries. <p>Benefits:</p> <ul style="list-style-type: none"> Quantitative benefits: value of the errors detected by the auditors including value of the 	<p>4a) Effectiveness:</p> <p><u>Multi-annual indicators (2008 until reporting year)</u></p> <ul style="list-style-type: none"> Number of audits finalised Detected error amount = EC share ineligible costs = Costs accepted ex-post minus costs accepted and paid ex-ante Detected error rate = EC share ineligible costs/EC share costs paid % budget value part audited= audit coverage Residual error rate versus threshold of 2% <p>Due to their specific nature, error rates of targeted audits are not included in the detected error rate calculation.</p> <p>4b) Efficiency (see phase 4B): recovery status</p>

	<p>coordination of the on-the-spot controls, the review and the follow up of the ex-post audit reports and is independent from the ex-ante control organisation.</p> <ul style="list-style-type: none"> • If needed: referring the beneficiary or grant to OLAF • Lessons learned from the audit results are used to reinforce the control systems for example improvement of guidelines for beneficiaries 		<p>errors of risk-targeted audits. Only errors detected in the ex-post controls of the reporting year (not on a cumulative basis).</p> <ul style="list-style-type: none"> • Non quantifiable (qualitative) benefits: deterrent effect, learning effect for beneficiaries, improvement of the risk assessment and of the methodology used in ex-ante controls, inspired by lessons learnt from audit findings improvements of the financial guidelines addressed to beneficiaries inspired from the lessons learnt from audit findings. 	<p>The benefits and costs of the ex-post controls and the implementation are related to ex-post controls carried out in the reporting year. The figures can therefore not be compared with the figures under 4a) and 4b) which reflect the multi-annual and cumulative indicators. Furthermore to measure the benefits of the ex-post controls in the reporting year, the results of the risk-targeted audits are included as well as they contribute to the detection and correction of errors in addition to the value-targeted audits.</p>
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Horizon 2020				
Main risks It may happen (again) that:	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The ex-ante controls (as such) do not prevent, detect and correct erroneous payments or attempted	<ul style="list-style-type: none"> • Common Ex-post control strategy for the entire Research and Innovation family (Horizon 2020), 	<p>Coverage:</p> <p>-Common Representative audit Sample (CRaS): MUS</p>	<p>Costs: estimation of cost of staff involved in the coordination and execution of the audit strategy. Cost of</p>	<ul style="list-style-type: none"> • Representative error rate • Residual error rate in comparison to the

<p>fraud to an extent going beyond a tolerable rate of error.</p> <p>Lack of consistency in the audit strategy within the family.</p> <p>Lack of efficiency for absence of coordination: multiple audits on the same beneficiary, same programme: reputational risk and high administrative burden on the beneficiaries' side.</p>	<p>implemented by a central service (Common Support Centre, DG RTD):</p> <ul style="list-style-type: none"> - At intervals carry out audits of a representative sample of operations to measure the level of error in the population after ex-ante controls have been performed - Additional sample to address specific risks - Audits on request by the operational units (targeted audits) - When relevant, joint audits with the Court of Auditors <ul style="list-style-type: none"> • Multi-annual basis (programme's lifecycle) and coordination with other AOs concerned • In case of systemic error detected, extrapolation to all the projects run by the audited beneficiary • If needed: referring the beneficiary or grant to OLAF. 	<p>sample across the programme to draw valid management conclusions on the error rate in the population.</p> <ul style="list-style-type: none"> - RTD risk-based sample, determined in accordance with the selected risk criteria, aimed to maximise deterrent effect and prevention of fraud or serious error <p>Depth:</p> <p>Detailed review and testing of supporting documents and transactions related to the cost claims submitted by the audited beneficiary</p>	<p>the appointment of audit firms for the outsourced audits.</p> <p>Benefits: budget value of the errors detected by the auditors.</p> <p>Non quantifiable benefits: Deterrent effect. Learning effect for beneficiaries. Improvement of ex-ante controls or risk approach in ex-ante controls by feeding back findings from audit. Improvement in rules and guidance from feedback from audit.</p>	<p>materiality threshold.</p> <ul style="list-style-type: none"> • Amount of errors and corrections concerned. • Number of audits finalised (+ % of beneficiaries & value coverage) • cost of control ex post audits/ value of grants audited
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B - Implementing results from ex-post audits/controls

Main control objectives: Ensuring that the (audit) results from the ex-post controls lead to effective recoveries (legality & regularity; anti-fraud strategy); ensuring appropriate accounting of the recoveries made (reliability of reporting).

Legacy programmes (CIP IEE II, EEN and Eco-Innovation) as well as COSME, LIFE and EMFF				
Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The errors, irregularities and cases of fraud detected are not addressed or not addressed in a timely manner</p>	<ul style="list-style-type: none"> Monitoring the implementation of the audit findings The operational units have to confirm the implementation of the corrective actions (recovery, payment) by completing the audit-follow up sheets The operational and financial units are taking into account the results of the prior ex post audits revealing systemic errors when assessing new grant payment requests of the same beneficiary Financial operational validation of recoveries is carried out in accordance with the financial circuits Authorisation by the 	<p>Coverage: 100% of final audit results <i>with a financial impact</i></p> <p>Depth: all audit results which lead to a recovery are examined in-depth. Systemic errors are taken into account when assessing new grant payments of the same beneficiary.</p>	<p>Costs:</p> <ul style="list-style-type: none"> Estimation of staff costs involved in the implementation of audit results <p>Costs are measured for stage 4 globally (phase A + B). Globally 7% of all staff costs involved in grant management controls is dedicated to stage 4 ex-post controls and recoveries.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Correction of the errors detected by ex-post controls (recoveries) in the reporting year (annual basis) including risk-targeted audits 	<p>4a) Effectiveness:</p> <p><u>Multi-annual indicators (2008 until reporting year)</u></p> <ul style="list-style-type: none"> Errors corrected Errors not corrected Uncorrected error rate <p>4b) Efficiency:</p> <ul style="list-style-type: none"> Recovery status (%): recoveries/detected error amount <p>Multi-annual cumulative basis (2008 until reporting year)</p>

Legacy programmes (CIP IEE II, EEN and Eco-Innovation) as well as COSME, LIFE and EMFF				
Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	<p>AOSD</p> <ul style="list-style-type: none"> In case AOSD decides not to implement audit finding an approval of the AOD is needed. 		<p>Loss:</p> <p>Corrections which are 'waived' or have to be cancelled.</p>	

Horizon 2020				
<p>Errors, irregularities and cases of fraud detected are not addressed or not addressed in a timely manner</p>	<p>Systematic registration of audit / control results to be implemented and actual implementation. Validation of recovery in accordance with financial circuits. Authorisation by AO Notification to OLAF and regular follow up of detected fraud.</p>	<p>Coverage: 100% of final audit results <i>with a financial impact</i>. Depth: All audit results are examined in-depth in making the final recoveries. Systemic errors are extrapolated to all the non-audited projects of the same beneficiary</p>	<p>Costs: estimation of cost of staff involved in the implementation of the audit results. Benefits: budget value of the errors, detected by ex-post controls, which have actually been corrected (offset or recovered). Loss: budget value of such ROs which are 'waived' or have to be cancelled.</p>	<ul style="list-style-type: none"> Amounts being recovered and offset Number/value/% of audit results pending implementation Number/value/% of audit results implemented

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (if applicable)

N.a

ANNEX 7: EAMR of the Union Delegations

N.a

ANNEX 8: Decentralised agencies

N.a

ANNEX 9: Evaluations and other studies finalised or cancelled during the year

N.a

ANNEX 10: Specific annexes related to "Financial Management"

N.a.

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

N.a.

ANNEX 12: Performance tables

The tables below report on the delegated actions as planned in the 2017 Work programme (WP) and its subsequent changes following the revisions of the 2017 WPs of the delegated programmes.

1. Cosme

Relevant general objective:		Parent DG: GROW	
<i>A new boost for jobs, growth and investment</i>			
Specific objectives:		Related to spending programme COSME	
<ul style="list-style-type: none"> <i>To improve access to finance for SMEs in the form of equity and debt</i> <i>To improve access to markets</i> <i>To improve framework conditions for the competitiveness and sustainability of Union enterprises</i> <i>To promote entrepreneurship and entrepreneurial culture</i> 			
Main outputs in 2017:			
Output	Indicator	Target	Latest known result/ Achieved / non-achieved
Calls for proposals	Number of calls published	14	13
Calls for tender	Number of calls published	16	7 (see point 1.1.)
Evaluation sessions	Time to inform applicants (TTI)	100% of applicants informed within 6 months (183 days) after the call deadline	100% Average TTI: 107 days
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals	0%
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals	0%
Grant agreements	Number of grant agreements signed	± 75	188 ¹⁴

¹⁴ The difference is the planned number of Gas and signed is due to the fact that during the year the Agency signed a number of grant agreements of 2016WP.

	Time to grant (TTG)	100% of grant agreements signed within 9 months (274 days) after the call deadline	100% Average TTG: 204 days
Contracts	Number of contracts signed	18	19
Payments	Time to pay	100% of payments within legal deadlines	100%
Events: • Annual Conference EEN	Satisfaction rate participants	85%	97%
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended	2

In 2017 Planned calls for proposals¹⁵:

Call title	Call identifier	Publication date	Closing date	Latest known result/ Achieved / non-achieved
Enterprise Europe Network	Ad hoc grants	January	March	Achieved
Enterprise Europe Network – Annual Conference	Ad hoc grant	March	October	Achieved
EU Japan Centre	Ad hoc grant	January	April	Achieved
Training for SME-friendly Policies in central purchasing bodies	COS-TSMFRIEND-2017-2-01	March	May	Achieved
Creating links for the facilitation of public procurement of innovation	COS-LINKPP-2017-2-02	March	May	Achieved
SME Policy –Transfer of business – Conference under the MT Presidency	Ad hoc grant	November	March (2017)	Achieved
European Cluster Excellence Programme	COS-CLUSTEREXC-2017-3-01	October	December	Action postponed to COSME 2018WP
European Secretariat for Cluster Analysis (ESCA)	Ad hoc grant	January	March	Achieved
European Strategic Cluster Partnerships for smart specialisation investments	COS-CLUSTPARTN-2017-3-02	March	May	Achieved
Diversifying and increasing the visibility of Europe's transnational tourism offer – Support the promotion and development of transnational thematic tourism products linked to cultural and creative industries	COS-TOURCCI-2017-3-03	March	May	Achieved
Diversifying and increasing the visibility of Europe's transnational tourism offer – Promotion of existing European Destinations of Excellence	Ad hoc grants	February	April	Achieved
Diversifying and increasing the visibility of Europe's	Ad hoc grant	May	July	Achieved

¹⁵ This initial list of planned call for proposals implements the Commission Implementing decision C(2016) 7033 final of 08.11.2016 and might be subject to changes adopted by further Commission Implementing Decisions amending, where relevant, the COSME work programme for 2017.

transnational tourism offer-Cooperation with ETC				
European Incubation Network for creativity-driven innovation	COS-EINET-2017-3-04	May	July	Achieved
Erasmus for Young Entrepreneurs	COS-EYE-2017-4-01	March	June	Achieved

EASME implemented the following activities of the COSME Work Programme 2017 through calls for tenders:

Project Ref	Title	State of play
GRO/SME/17/B/04	Internationalisation of light industries SMEs	Under evaluation Contract signature in February 2018
GRO/SME/17/B/05	IP Pre-Diagnostic and improving access to patent protection for innovative EU SMEs	Delayed Publication date planned in March 2018
GRO/SME/17/B/08	Improve the user-friendliness of Points of Single Contact	Cancelled
GRO/SME/17/c/01	Increased awareness of EU programmes and initiatives and of the good practices in the area in view of the Start-up and Scale-up Initiative	Achieved
GRO/SME/17/C/03	Accelerating the uptake of big data and supporting the establishment of B2B digital platforms in Europe	Published
GRO/SME/17/C/04	Monitoring digital transformation and KETs	To be published mid-February
GRO/SME/17/C/06	Industrial Modernisation and Smart Specialisation	Under evaluation
GRO/SME/17/C/07	Blueprint for sectoral cooperation on skills	Sectors Automotive, Space, Construction, Steel, Paper, Defense: in preparation, sector Tourism: contract signed sector Textile: to be re-published.
GRO/SME/17/C/11	Construction 2020	Published

GRO/SME/17/D/02	Peer-Learning activities in Entrepreneurship Education and in Women Entrepreneurship	Under Evaluation Contract to be signed in March
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2. Innovation in SMEs

Relevant general objective:		Parent DG:	
<i>A new boost for jobs, growth and investment</i>		GROW	
Specific objective:		Related to spending programme Horizon 2020	
<i>To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies</i>			
Main outputs in 2017:			
Output	Indicator	Target	Latest known result/ Achieved / non-achieved
Calls for proposals	Number of calls published	5	achieved
Calls for tender	Number of calls published	1	achieved
Evaluation sessions	Time to inform applicants	100% of applicants informed within 5 months (153 days) after the call deadline	100%
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals	0%
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals	0%
Grant agreements	Number of grant agreements signed	20	104
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline	100%
Contracts	Number of contracts	1	1

	signed		
Payments	Time to pay	100% of payments within legal deadlines	100%
Feedback to parent DG(s)	Number of Programme Committee meetings attended	All meetings attended	2

3. The SME-Instrument

Relevant general objective:		Parent DGs: RTD, GROW, ENER, CONNECT	
<i>A new boost for jobs, growth and investment</i>			
Specific objective:		Related to spending programme Horizon 2020	
<i>To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies</i>			
Main outputs in 2017:			
Output	Indicator	Target	Latest known result/ Achieved / non-achieved (latter to be explained)
Calls for proposals	Number of calls published	8	8
Evaluation sessions	Time to inform applicants	<ul style="list-style-type: none"> Phase 1: 100% of applicants informed within 2 months (61 days) after the cut-off date Phase 2: 100% of applicants informed within 4 months (122 days) after the cut-off date 	Phase 1: 100% (Best TTI 40 days) Phase 2: 100% (Best TTI 42 days)
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals	0,7%
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals	0%
Grant agreements	Number of grant agreements signed	1.150	832
	Time to grant	<ul style="list-style-type: none"> Phase 1: 100% of grant agreements signed within 3 months (92 days) after the cut-off date Phase 2: 100% of grant agreements signed within 6 months (183 days) after the cut-off date 	Phase 1: 90% signed within target Phase 2 : 90% signed within target
Payments	Time to pay	100% of payments within legal deadlines	99,5% for pre-financing 97,5% for interim and final payments
Management of specific contracts: <ul style="list-style-type: none"> SME Instrument-overseas trade 	Time to pay	100% of payments within legal deadlines	100%

fairs • SME Instrument- phase 3 tender			
Dissemination and exploitation of results / Commercialisation	Organisation of an Innovators Summit (<i>to be confirmed</i>)	650 participants	No event was not confirmed by DG
	Number of beneficiaries benefitting from phase 3 dedicated support services	<i>N.A. (first time measured)</i>	<i>340 (activities started in October 2017)</i>
Feedback to parent DGs	Implementation report SME-instrument	Report drafted by mid-2017	Yes, one report provided to the EC
Business innovation coaching	Number of unique SMEs coached	85% of signed grant agreements	93%
	Time to grant for coaching contracts	10 days after coach assignment in CaseTracker and after experts' legal entity files validated	10 days during normal procedure. Due to an IT issue with the implementation of a new contract template in April and May the Agency was not able to produce any contract for five weeks.
	Feedback from SMEs on coaching	85% of SMEs agree that coaching had positive impacts on their business strategy and/or would recommend coaching to other SMEs	Between 88% and 95% of SMEs

4. FTI

Relevant general objective:		Parent DG: RTD, GROW, ENER, CONNECT	
<i>A new boost for jobs, growth and investment</i>			
Specific objective:		Related to spending programme Horizon 2020	
<i>To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies</i>			
Main outputs in 2017:			
Output	Indicator	Target	Latest known result/Achieved / non-achieved (latter to be explained)
Payments	Time to pay	100% of payments within legal deadlines	100% average TTP: 40 days (min: 13 days, max: 86 days).

Feedback to parent DGs	Provision of data and information on the implementation of the FTI-pilot	Throughout the year	On a regular basis.
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5. Societal challenge 'Secure, clean and efficient energy'

Relevant general objective:		Parent DG: ENER	
<i>A resilient Energy Union with a forward looking climate policy</i>			
Specific objectives:		Related to spending programme Horizon 2020	
<ul style="list-style-type: none"> <i>Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy</i> <i>To contribute to the research, innovation and competitiveness dimensions of the Energy Union, and climate-change policy</i> 			
Main outputs in 2017:			
Output	Indicator	Target	Latest known result/ Achieved / non-achieved (latter to be explained)
Calls for proposals	Number of calls published	2	Achieved (2)
Evaluation sessions	Time to inform applicants	100% of applicants informed within 5 months (153 days) after the call deadline	Achieved 100%
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals	Achieved: 4 proposals out of 308 (1.3%)
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals	Achieved: 1 proposal re-evaluated (0.3%). The re-evaluation confirmed the first evaluation results.
	Number of grant agreements signed	40-45	Achieved 46 (plus 2 grants to identified beneficiaries)
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline	Achieved 100%
Contracts	Number of contracts signed	1 (ManagEnergy initiative)	Achieved

Payments	Time to pay	100% of payments within legal deadlines	>99%
Monitoring of projects	Number of interim reports received	50	Achieved (66)
	Number of final reports received	5	Achieved (8)
	Number of H2020 project meetings attended	40	Achieved (41)
Events:			
• EUSEW 2017	Satisfaction rate participants	85%	Achieved (95% satisfaction rate)
• Infodays	Number of Info Days	At least one in Brussels and 5 events abroad (or webinars)	Achieved (1 in Brussels, 5 national info days, 3 webinars, plus presentation at Conferences)
• Build Up Skills exchange meeting	Number of meetings	One EU exchange meeting	Achieved (1)
• Sustainable Energy Investment Forum	Number of roundtables and other stakeholders events	At least 5 events across Europe	Achieved (8 regional conferences, 2 national round tables)
• Other events (e.g. contractors' meetings)	Number of events	At least 3	Achieved (8 contractors meetings)
Publications	Number of articles and publications on projects	At least 3	4 publications
Concerted Actions	Number of new Concerted Actions signed	1 (CA EED II)	Achieved (1)
	Number of Concerted Actions meetings attended	All plenary meetings	Achieved
Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Common Exploitation Booster, Common Dissemination Booster, SSER, Innovation Radar, Seal of Excellence, ...)	<i>N.A. (first time measured)</i>	<i>See summary above</i>
Feedback to Parent DGs	Number of Programme Committee meetings attended	All meetings attended	Achieved
	Number of EASME-ENER liaison meetings	At least 8	Achieved (9)
	Number of policy feedback examples	At least 20	Achieved

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

Relevant general objective:		Parent DG: RTD & GROW	
<i>A resilient Energy Union with a forward-looking climate-change policy</i>			
Specific objective:		Related to spending programme Horizon 2020	
<i>To contribute to the research, innovation and competitiveness dimension of the Energy Union and climate-change policy</i>			
Main outputs in 2017:			
Output	Indicator	Target	
Calls for proposals	Number of calls published	8	8
Evaluation sessions	Time to inform applicants	100% of applicants informed within 5 months (153 days) after the call deadline	100% of applicants informed within 5 months
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals	1,74% (7 evaluation review requests per 402 evaluated proposals)
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals	0%
Grant agreements	Number of grant agreements signed	48-52	51 grant agreements signed: - 23 projects resulting from the 2016 Two-Stage - 1 project resulting from the 2016 One-Stage - 27 projects resulting from the 2017 One-Stage
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline	100% of grants signed within 8 months after the call deadline
Payments	Time to pay	100% of payments within legal deadlines	100% of payments within

			legal deadlines
Monitoring projects of	Number of interim reports received	85-88	47 ¹⁶
	Number of final reports received	8	8
	Number of projects monitored	155	185 projects were running between 1 January and 31 December
Events:			
• Infoday(s)	Number of Info days	1	1
	Number of participants	> 350	460
	Satisfaction rate participants	At least 90% satisfied or in part satisfied participants	95,75% of participants gave the Information-Day 6 or more points on the scale from 0 to 10.
• Major events and meetings organised by EASME/B2	Number of major events organized	At least 5 (Earth observation GEO project workshop, joint meetings, workshops, conferences)	13 major events organized or co-organized in 2017
Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Common Exploitation Booster, Common Dissemination Booster, SSER, Innovation Radar, Seal of Excellence, ...)	<i>N.A. (first time measured)</i>	<i>N.A.</i>
Feedback to Parent DGs*	Number of H2020 SC5 Programme Committee meetings attended	All meetings	3 meetings
	RTD.I management meetings attended	All meetings	All meetings attended

* In 2017 EASME systematically contributed to various policy initiatives of the Commission. The main examples of these are given in the chapter 1.2.5. In addition, EASME provided **feedback to the following policy initiatives** of DG RTD, DG ENV, DG CNECT and DG GROW:

- Shaping of the IPCC special reports on the 1,5° goal and the cryosphere

¹⁶ The discrepancy is caused by the fact that number 85-88 concerned reporting periods, after which projects have 60 days to submit the reports.

- The DG RTD roadmap on climate services (with participation in the informal Interservice Group)
- The EuroGEOSS initiative
- The Commission's Arctic policy
- The work of the High Level Panel on Decarbonisation
- The Plastics strategy - adopted in January 2018 (In the frame of the Circular Economy Action Plan)
- Revision of the Drinking Water Directive
- Digital Single Market for Water Services Action Plan
- Revision of the Urban Waste Water treatment Directive (planned for 2018)
- Revision of the Water Framework Directive (planned for 2018)
- Evaluation of the directive on batteries and accumulators and waste batteries and accumulators (planned for the end of 2017)
- Revision of the Ecodesign Directive (planned for 2018)
- Nature-based solutions R&I agenda and roadmap
- Innovating Cities activities
- Cultural Heritage R&I agenda
- International Cooperation activities in R&I
- Blue Growth Strategy
- Barriers to innovation and complementarity between different EU funding (e.g. EFSI, LIFE)
- Urban Water Agenda 2030
- EU Biodiversity Strategy and related activities (e.g. promotion of Ecosystem Restoration and support in the implementation of Green Infrastructure, Mapping and Assessment of Ecosystem Services (MAES), knowledge sharing activities on ecosystem-based initiatives)

7. LIFE

Main outputs in 2017:			
Output	Indicator	Target	
Calls for proposals	Number of calls published	4	LIFE-ENV : deadline 12 September LIFE-NAT& GIE: deadline 14 September LIFE-CLIMA: deadline 7 September LIFE-NGO: deadline 15 September
Evaluation sessions	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline	Between 109 and 168 days
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals	21 complaints received of 642 submitted proposals (3%)
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals	1 proposal went to review committee which took place on 30 May 2017 (0.15%)
Grant agreements	Number of grant	± 200	152 grants signed in 2017

	agreements signed		
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline	128 grants (91%) signed within the time to grant
Payments	Time to pay	100% of payments within legal deadlines	98.9%
Monitoring LIFE Projects	Number of projects monitored	Around 380	556 projects
Policy feedback/Sustainability and potential for replication	Number of Meetings and projects	8 Kick-off meetings and feedback provided on around 200 projects	kick-off meetings for LIFE16 from 17 to 20 October 2017 (participation by 110 projects) 20 Info Days 7 Platform meetings (around 50 LIFE projects attended to them and also around 15 H2020 projects)
Specific support for Market Uptake	Methodology to support projects for market uptake and access to financial investment	Methodology developed and implementation started	Kick-off meeting "Connecting Finance Enablers" implemented to fine-tune the developed methodology. External monitors trained how to challenge projects to get closer to the market
Events:			
<ul style="list-style-type: none"> 1 EU Info day(s) + ~24 National Info-Days (5 national Info-Days with B3 participation) 	Satisfaction rate participants	At Least 80% satisfactory feedback.	The Info Day in Brussels took place during the Green Week.
<ul style="list-style-type: none"> NCP Training 	Number	1	14-15 March 2017: 100 participants from 28 Member States

Planning calls for proposals 2017:

Call title	Call identifier	Publication date	Closing date	
Action grants for	LIFE-TP-EASME-	28 April 2017	7 September	CLIMA: 133 proposals

traditional projects	2017		2017	received ENV: 275 proposals received NAT: 152 proposals received GIE: 82 proposals received
CLIMA integrated projects	LIFE -IP-EASME-2017	28 April 2017	First phase : 26 September 2017 Second phase: Mid-March 2018	7 concept notes received and 6 invited to submit the full proposals at the second stage
NGO Framework Partnership Agreement operating grants	LIFE-NGO-FPA-EASME-2017	3 April 2017	15 September 2017	53 proposals received
CLIMA technical assistance projects	LIFE-TA-EASME	28 April 2017	September 2017	3 proposals received and 2 recommended for funding

8. EMFF

Relevant general objectives:		Parent DG: MARE	
<ul style="list-style-type: none"> • A new boost for jobs, growth and investment • A resilient Energy Union with a forward-looking climate-change policy • Towards a new policy on migration 			
Specific objectives:		Related to spending programme EMFF	
<ul style="list-style-type: none"> • Sustainable and competitive fisheries and aquaculture by 2020 • A sustainable blue economy, generating growth, jobs and prosperity by 2020 			
Main outputs in 2017:			
Output	Indicator	Target	Latest known result/ Achieved / non-achieved
Calls for proposals	Number of calls published	5 ¹⁷	5 (<i>achieved</i>) This result includes 3 calls for proposals and 2 invitations for ad hoc grants.
Calls for tenders	Number of calls published	20 ¹⁸	25 (<i>exceeded</i>) The result includes 12 open calls for tenders, 1 invitation for a low value contract, 1 invitation for a negotiated procedure and 11 requests for services under framework contracts.
Evaluation sessions	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline	100% (<i>achieved</i>). Average time: 106 days.
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals	2.63% (<i>achieved</i>).
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals	0% (<i>achieved</i>).
Grant agreements	Number of grant agreements signed	29	28 (96.6% <i>achieved</i>)
	Time to grant	100% of grant agreements signed within 9 months (274 days) after	100% (<i>achieved</i>).

¹⁷ Including 1 ad hoc grant.

¹⁸ Including 5 tenders from the 2016 EMFF Work Programme (2nd amendment adopted on 24/10/2016) and service requests under the 2016 and 2017 EMFF Work Programme.

		the call deadline	Average TTG: 230 days.
Contracts	Number of contracts signed	31 ¹⁹	35 (<i>exceeded</i>)
Payments	Time to pay	100% of payments within legal deadlines	100% (<i>achieved</i>).
Monitoring of projects and service contracts	Number of inception, interim and final reports assessed ²⁰	45	204 (<i>achieved</i>). 204 reports assessed for 72 actions.
	Number of monitoring visits to ongoing projects/contracts	20	16 (<i>80.0% achieved</i>) Due to long term absence of three permanent staff, not all project monitoring visits could take place; they are rescheduled for 2018.
Events			
• Project kick-off and networking meetings	Satisfaction rate participants	80% ²¹	83% (<i>achieved</i>)
Feedback to parent DG(s)	Number of Programme Committee meetings attended/contributed to	All meetings attended	All (<i>achieved</i>). EASME A3 has participated in the two EMFF Committee meetings held in 2017.
	Number of MS Expert Group meetings attended/contributed to	All IMP and MSP MSEG meetings in Brussels	All (<i>achieved</i>). EASME A3 has participated in the IMP MSEG held in 2017 and in the MSP MSEGs held in Brussels.

Planning calls for proposals 2017:

Call title	Call identifier	Publication date	Closing date	Latest known result/ Achieved / non-achieved	
				Publication date	Closing date

¹⁹ A mistake in the 2017 WP target (38) was detected and corrected (31) in the 2017 mid-year report.

²⁰ For contracts (which relate to ¾ of the reports), each reporting stage involves the organisation of meetings with contractors, and in some cases, additional Steering Group meetings involving a wide range of services.

²¹ The satisfaction rate refers to the participants who answered the satisfaction survey.

Environmental monitoring of tidal arrays	EASME/EMFF/2017/1.2.1.1	Q1 2017	Q2 2017	16/10/2017 (action amended under 2017 EMFF WP ²²)	19/1/2018
Demonstration projects in emerging blue economy sectors	EASME/EMFF/2017/1.2.1.2	Q2 2017	Q4 2017	Action merged with "Sustainable Economy Call" ²³	
Implementing maritime CISE ²⁴	EASME/EMFF/2017/1.2.1.3	Q1 2017	Q2 2017	17/3/2017	15/6/2017
Projects on Integrated Maritime Policy in the Mediterranean Sea	EASME/EMFF/2017/1.2.1.6	Q3 2017	Q1 2018	Action merged with "Sustainable Economy" call for proposals ²⁵	
Chartering/purchase of patrol vessels, aircraft and helicopters for control	EASME/EMFF/2017/1.2.2.1	Q4 2017	Q1 2018	Action cancelled by amendment to the 2017 EMFF WP.	
Sustainable Blue Economy Call	EASME/EMFF/2017/1.2.1.12	Q4 2017	Q1 2018	New action with four strands added in the amendment to the 2017 EMFF WP.	
				23/10/2017	8/2/2018 and 28/2/2018 (depending on strand)

calls for tender 2017²⁶:

Call title	Call identifier	Publication date	Closing date	Latest known result/ Achieved / non-achieved	
				Publication date	Closing date
Inter-institutional framework contract for maritime security and surveillance expertise	EASME/EMFF/2016/1.3.1.11	Q1 2017	Q2 2017	9/2/2017	12/4/2017

²² Commission Decision C(2017)6382 of 27/9/2017.

²³ Commission Decision C(2017)6382 of 27/9/2017.

²⁴ This will be a combined call for the same action under the 2016 and 2017 EMFF WP; the total budget will thus be 2.49 M€.

²⁵ Commission Decision C(2017)6382 of 27/9/2017.

²⁶ Excluding the service requests for specific contracts under FWC included in the Main Output table above.

Spatially structured decision support tool for mixed fisheries	EASME/EMFF/2016/1.3.2.6	Q1 2017	Q2 2017	8/5/2017	19/6/2017
Monitoring small-scale fisheries	EASME/EMFF/2016/1.3.3.5	Q1 2017	Q2 2017	9/5/2017	9/8/2017
Study on engine power verification by MS	EASME/EMFF/2016/1.3.3.6	Q1 2017	Q2 2017	12/4/2017 (relaunched on 8/8/2017)	31/5/2017 (after relaunch 2/10/2017)
Areas of particular environmental interest in the Atlantic	EASME/EMFF/2017/1.3.1.1	Q1 2017	Q2 2017	5/7/2017	15/9/2017
EMODnet thematic groups	EASME/EMFF/2017/1.3.1.2	Q4 2017	Q1 2018	Publication rescheduled for Q1 2018	
Marine bio-economy forum	EASME/EMFF/2017/1.3.1.5	Q2 2017	Q3 2017	5/9/2017	28/10/2017
Secretariat for EMODnet and the European Ocean Observing System	EASME/EMFF/2017/1.3.1.6	Q1 2017	Q2 2017	18/5/2017	19/6/2017
Assistance mechanism for the Western Mediterranean	EASME/EMFF/2017/1.3.1.7	Q3 2017	Q4 2017	Publication rescheduled for Q1 2018	
Facility for blue growth in the Black Sea	EASME/EMFF/2017/1.3.1.8	Q1 2017	Q2 2017	19/4/2017	2/6/2017
Study to support international ocean governance and the development of the blue economy – Replaced by "Study to support investment for the sustainable development of the blue economy"	EASME/EMFF/2017/1.3.1.10	Q2 2017	Q3 2017	Action modified in the amendment to the 2017 EMFF WP (C(2017)6382 of 27/9/2017).	
				7/11/2017	1/12/2017
Economic impact of Maritime Spatial Planning	EASME/EMFF/2017/1.3.1.13	Q4 2017	Q1 2018	Publication rescheduled for Q1 2018.	
Herring in area VIIa and VIIb: scientific assessment of the identity of the Southern and the Northern stocks through genetic analysis	EASME/EMFF/2017/1.3.2.1	Q1 2017	Q2 2017	18/5/2017	28/6/2017
Study on the identification of	EASME/EMFF/2017/	Q2 2017	Q3 2017	26/7/2017	26/9/2017

measures to protect by-catch species in mixed-fisheries management plans	1.3.2.5				
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9. CIP-Intelligent Energy - Europe Programme

Relevant general objective:		Parent DG: ENER	
<i>A resilient Energy Union with a forward-looking climate-change policy</i>			
Specific objective:		Related to spending programme CIP-IEE	
<i>Promoting the moderation of energy demand</i>			
Main outputs in 2017:			
Output	Indicator	Target	Latest known result/ Achieved / non-achieved
Payments	Time to pay	100% of payments within legal deadlines	98.4% of the 126 IEE payments in 2017 were processed on time.
Information portal	Number of registered users on the BUILD UP portal	Increase compared to 2016 12,000 registered users	The number increased to 11,104 compared with 9,400 at the start of the contract (December 2014)
Monitoring of projects	Number of IEE projects visited	At least 30 meetings attended	16 IEE projects visited. This is because most of the projects were finishing in 2017, and were visited already in previous years.
	Final reports received	65	Achieved (81 Final reports)

10.CIP Eco Innovation

Relevant general objective:**Parent DG:** ENV*A new boost for jobs, growth and investment***Specific objective:**

Related to spending programme CIP-EIP

*To turn the EU into a resource-efficient, green and competitive economy***Main outputs in 2017:**

Output	Indicator	Target	
Payments	Time to pay	100% of payments within legal deadlines	91.7%
Feedback of policy relevant information	Lessons learned from CIP Eco-I close-to-market projects taken up in next call and included in draft of LIFE multi-annual Work Programme		Definition included Established contacts with investors within Eco-Innovation were maintained as far as useful within LIFE.
More LIFE close-to-market projects inspired by CIP Eco-innovation projects	Number of proposals received following this new perspective	Relevant submissions up by 20% in the Environment strand.	461 private entities participated to LIFE 17 as associated beneficiaries and 78 as coordinating beneficiaries, an increase of 0.7% in private sector participation as compared to the 2016 call.
New links between projects and investors established	Number of projects in touch with an investor during or after the project	40 Eco-innovation projects and 5 LIFE projects	8 LIFE16 projects were invited to the close-to-market event as part of the Kick-off meetings.