



Annual Activity Report 2024

annexes

Health Emergency Preparedness and
Response Authority

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ANNEX 1: Statement of the Director(s) in charge of Risk Management and Internal Control

I declare that in accordance with the Commission's communication on the internal control framework ⁽¹⁾, I have reported my advice and recommendations on the overall state of internal control in the DG to the Director General.

I hereby certify that the information provided in the present annual activity report and in its annexes is, to the best of my knowledge, accurate and complete.

Brussels, 31.03.2024

(signed)

Laurent Muschel

Director(s) in charge of Risk Management and Internal Control

⁽¹⁾ C(2017)2373 of 19.04.2017.

ANNEX 2: Performance tables

Since HERA was established in September 2021, it has not participated in the 2020-2024 strategic plan, and therefore this annex does not include objectives defined in the strategic plan.

Main outputs in 2024:			
New policy initiatives			
Output	Indicator	Target	Latest known results (situation on 02/04/2025)
Specific Objective 2: Crisis Response readiness for health emergencies			
Staff working document to accompany the communication from the Commission to the EP and the Council on the review of the implementation of the operations of the Health Emergency Preparedness and Response Authority (HERA)	Publication	Q2 2024	Decision not to include a staff working document to accompany the communication from the Commission to the EP and the Council on the review of the implementation of the operations of the Health Emergency Preparedness and Response Authority (HERA)
External communication actions			
Output	Indicator	Target	Latest known results (situation on 31/12/2024)
Specific Objective 2: Crisis Response readiness for health emergencies			
Launch of revamped HERA website in Q1 2024 to increase brand awareness	Number of visits	50% increase	52,580 visits (at 18/12), a 60% increase (55.73%) compared with the same period in 2023
Launch of HERA quarterly newsletter in Q1 2024 to disseminate relevant and up to date information to stakeholders	Number of subscribers	500 subscribers	770 subscribers in 2024. We have exceeded the target
Other important outputs			
Output	Indicator	Target	Latest known results (situation on 31/12/2024)
Specific Objective 1: Preparedness for health emergencies			
Threat assessments and intelligence gathering			
First functionalities (survey and case management) of the HERA IT platform in production	Acceptance of the first functionalities (survey and case management) of the HERA IT platform	Q4 2024	The Survey feature could not be approved due to identified security concerns. The acceptance activities for Case Management experienced further delays due to capacity constraints encountered by the Service Provider

Output	Indicator	Target	Latest known results (situation on 31/12/2024)
Creation of a Global Wastewater Sentinel System	Implementation	Q1 2024	GLOWACON was officially launched in March 2024; two regional conferences were organised in Asia (June 2024) and Africa (December 2024), with several technical work being conducted throughout the year, incl. a pilot on wastewater surveillance at airports (September 2024)
Support strategies, capacity and data for global wastewater and environmental surveillance	Implementation	Q1-Q2 2024	Contribution agreements with WHO and UNEP were signed in September 2024 and the kick-off meeting took place in December 2024
Support to the Commission on intelligence gathering on priority threats and medical countermeasures	Launch	Q1-Q2 2024	Notification to the contenders on results and ranking expected in Q1 2025
Promoting advanced R&D of medical countermeasures and related technologies			
Vaccine strategy	Presentation	Q4 2024	Postponed
Pandemic Preparedness Partnership	Establishment	Q4 2024	Evaluation not yet concluded
Adaptive platform trials for pandemic preparedness	Launch	Q1 2024	2 grant awardees selected, signature of grants pending
Host-pathogen interactions of infectious diseases with epidemic potential	Launch	Q1 2024	6 grant awardees selected, signature of grants pending
European Innovation Council challenge on monoclonal antibodies	Launch	Q1 2024	One submission in evaluation process
The European Vaccine development Hub	Launch	Q1-Q2 2024	1 grant awardee selected, signature of grant pending
Call for proposals for next-generation respiratory protection	Launch	Q1-Q2 2024	2 grant awardees selected, signature of grants pending (June 2025)
Call for proposals for novel antivirals	Launch	Q1-Q2 2024	1 grant awardee selected, signature of grant pending (June 2025)
Call to speed up the development of, access to and/or uptake of medical countermeasures	Launch	Q2-Q3 2024	2 contracts signed

Output	Indicator	Target	Latest known results (situation on 31/12/2024)
Speed up the development of and access to innovative medical countermeasures including critical medicines	Launch	Q4 2024	1 st versions of tender specifications for AMR diagnostics sent to HaDEA to launch procedure
Provide financial support to GARDP for the development of antibiotics to strengthen global preparedness and response	Agreement signed	Q1-Q2 2024	Agreement signed
Provide financial support to for implementing the diagnostics component of the 100 Days Mission	Agreement signed	Q2-Q3 2024	Action deleted
Ensuring access to MCMs and boosting the Union's strategic autonomy			
Pilot action to support innovation to improve manufacturing technologies and processes for medical countermeasures and active pharmaceutical ingredients	Launch	Q1-Q2 2024	Grant awardees selected and STEP seal attribution pending. Grant signatures to be completed by June 2025 (HaDEA)
EU FAB	Expansion of framework beyond vaccines	Q4 2024	Delayed due to budget cuts
Strategic Alliance for Critical Medicines	Launch	Q1 2024	Launched, first Strategic Report to be delivered Q1 2025
HERA Invest	Implementation and development	Q2-Q3 2024	2 contracts signed
Provision of medical countermeasures			
Common strategic approach to medicines stockpiling	First draft submitted to Member States	Q2 2024	Paper presented to the HERA Board in September 2024
Study on stockpiling	First inception report	Q3 2024	Study not carried out because of other priorities and lack of interest from Member States
Provision of logistics and transport solutions for Medical Countermeasures	Activation of funding	Based on needs	This provision was not activated as another logistical solution was found for the donation of mpox vaccines to Africa (next row)
Support to purchase, innovation, and deployment of MCMs in emergencies	Activation of funding	Based on needs	This provision was activated to purchase mpox vaccines to be donated to Africa CDC (August 2024)
WHO logistic Hub Dakar	Implementation	Q2-Q3 2024	Kick-off meeting will take place in January 2025.
EU Mechanism for demand signalling	Establishment	Q3 2024	On-going, piloting is taking place.
Strengthened knowledge and skills			
Study on training gaps	Final report	Q3 2024	Delivered

Output	Indicator	Target	Latest known results (situation on 31/12/2024)
Dialogue with Civil Society and Joint Industrial Cooperation Forum	Number of meetings	At least 2	Delivered, 3 meetings of JCIF
Training related to MCM	Number of Trainings (including workshops and e-learning)	At least 3 in 2024	4 trainings delivered
Governance and coordination			
Study on mapping structures with relevant mandates, tasks and functions to HERA within Member States and globally	Final report	Q2 2024	Delivered Q4 2024
Specific Objective 2: Crisis Response readiness for health emergencies			
Study supporting the review of HERA with regard to its operations, structure and governance	Final report	Q2 2024	Delivered Q2 2024
Conduct of simulation exercises to test preparedness, readiness and response plans	Number of exercises	2	Two exercises delivered in Q2 and Q4 2024
Joint Action on stockpiling	Number of Member States involved	At least 4	25 Member States involved
Study on potential Critical Medicine Act	Final report	Q3/Q4 2024	On-going, to be delivered in first half of 2025.
Specific Objective 3: International resilience and response readiness for health emergencies			
Implementing existing administrative and working arrangements with international stakeholders	Identification of concrete collaborative projects	Monitor every six months following signature	Delivered through two high-level stock-taking meetings with Japan in Q1 2024, with Republic of Korea in Q4 2024, and regular meetings at working level throughout the year
Structured collaboration with international stakeholders on health emergency preparedness and response and the production of critical medicines, including through the signature of administrative arrangements	Signature of the arrangements and establishment of relationships	Throughout the year	Working arrangement between the European Commission and Africa CDC signed in March 2024. Agreement to sign a Letter of Intent with the Japan Ministry of Health and Welfare, negotiations on text started in Q4 2024. Cooperation with India on API supply chains pursued under Working Group 3 of the EU-India Trade and Technology Council (TTC)

Output	Indicator	Target	Latest known results (situation on 31/12/2024)
Network of international partners and companies to boost the exchange of information on critical medicines' supply issues	Launch	Q2 2024	Partially addressed through groundwork in the Working Group 2 of the Critical Medicines Alliance. Establishment of network postponed to Q2/Q3 2025

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports - DG HERA - Financial Year 2024

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

Table 12 : Summary of Procedures

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

Table 16 : Commitments co-delegation type 3 in 2024

Additional comments

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2024 (in Mio €) for DG HERA					
			Commitment appropriations authorised*	Commitments made	%
			1	2	3=2/1
Title 01 Research and Innovation					
01	01 01	Support administrative expenditure of the "Research and Innovation" cluster	0.00	0.00	0.00 %
Total Title 01			0.00	0.00	0.00 %
Title 06 Recovery and Resilience					
06	06 01	Support administrative expenditure of the Recovery and Resilience cluster	1.71	1.71	99.98 %
	06 05	Union Civil Protection Mechanism	0.00	0.00	0.00 %
	06 06	EU4Health Programme	29.75	29.35	98.64 %
	06 07	Emergency support within the Union	0.00	0.00	0.00 %
Total Title 06			31.47	31.06	98.71 %
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0.04	0.04	100.00 %
Total Title 20			0.04	0.04	100.00 %
Total Excluding NGEU			31.50	31.10	98.71 %

Title 06 Recovery and Resilience					
06	06 05	Union Civil Protection Mechanism	0.00	0.00	0.00 %
Total Title 06			0.00	0.00	0.00 %
Total NGEU Only			0.00	0.00	0.00 %

Total DG HERA			31.50	31.10	98.71 %
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* 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).

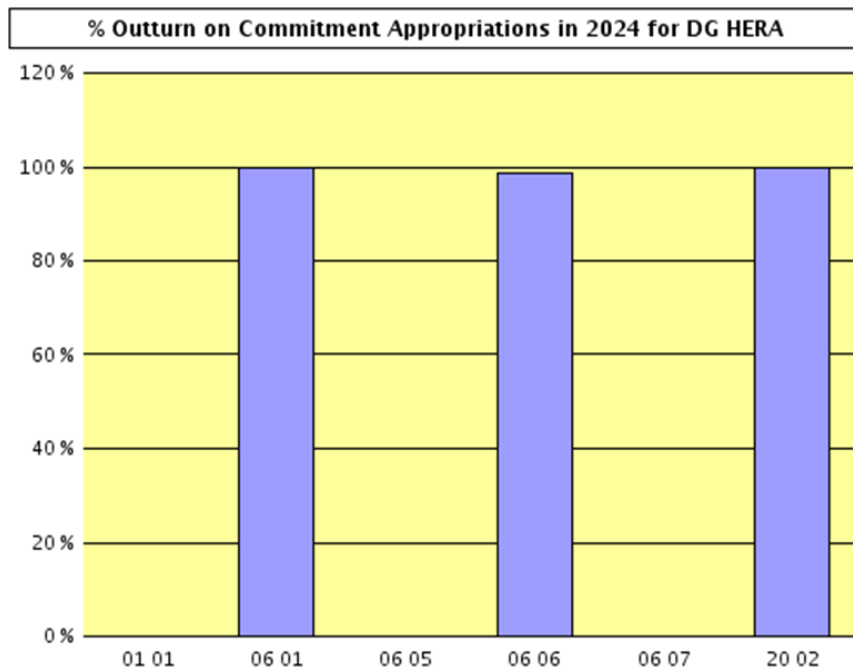


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2024 (in Mio €) for DG HERA					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 01 Research and Innovation					
01	01 01	Support administrative expenditure of the "Research and Innovation" cluster	0.00	0.00	0.00 %
Total Title 01			0.00	0.00	0.00%
Title 06 Recovery and Resilience					
06	06 01	Support administrative expenditure of the Recovery and Resilience cluster	3.89	2.43	62.50 %
	06 05	Union Civil Protection Mechanism	0.00	0.00	0.00 %
	06 06	EU4Health Programme	42.21	41.80	99.04 %
	06 07	Emergency support within the Union	0.00	0.00	0.00 %
Total Title 06			46.10	44.24	95.96%
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0.04	0.02	36.66 %
Total Title 20			0.04	0.02	36.66%
Total Excluding NGEU			46.14	44.25	95.90%

Title 06 Recovery and Resilience					
06	06 05	Union Civil Protection Mechanism	0.00	0.00	0.00 %
Total Title 06			0.00	0.00	0.00%
Total NGEU Only			0.00	0.00	0.00%

Total DG HERA			46.14	44.25	95.90 %
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* 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).

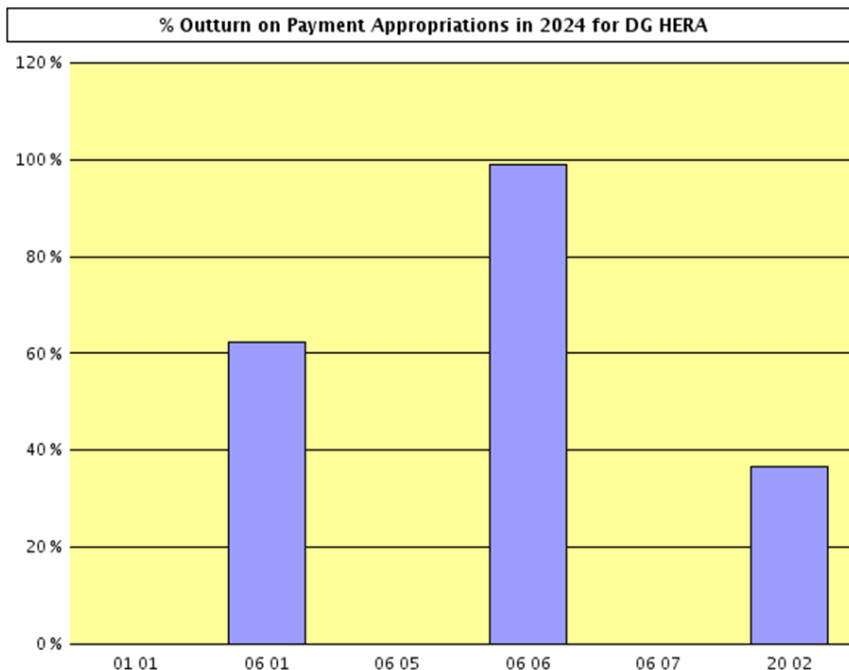


TABLE 3: BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG HERA

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
01	01 01	Support administrative expenditure of the "Research and Innovation" cluster	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
Total Title 01			0.00	0.00	0.00	0.00%	0.00	0.00	0.00

TABLE 3: BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG HERA

Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
06	06 01	Support administrative expenditure of the "Recovery and Resilience" cluster	1.71	0.59	1.12	65.60%	0.00	1.12	2.18
	06 05	Union Civil Protection Mechanism	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
	06 06	EU4Health Programme	29.35	37.62	-8.27	-28.18%	37.26	28.99	13.95
	06 07	Emergency support within the Union	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
Total Title 06			31.06	38.21	-7.15	-23.01%	37.26	30.12	16.13

TABLE 3: BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG HERA

			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 02	Other staff and expenditure relating to persons	0.04	0.01	0.02	64.24%	0.00	0.02	0.01
Total Title 20			0.04	0.01	0.02	64.24%	0.00	0.02	0.01
Total Excluding NGEU			31.10	38.22	-7.12	-22.91%	37.26	30.14	16.13
TABLE 3: BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG HERA									
			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
Chapter			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
06	06 05	Union Civil Protection Mechanism	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
Total Title 06			0.00	0.00	0.00	0.00%	0.00	0.00	0.00
Total NGEU Only			0.00	0.00	0.00	0.00%	0.00	0.00	0.00
Total for DG HERA			31.10	38.22	-7.12	-22.91 %	37.26	30.14	16.13

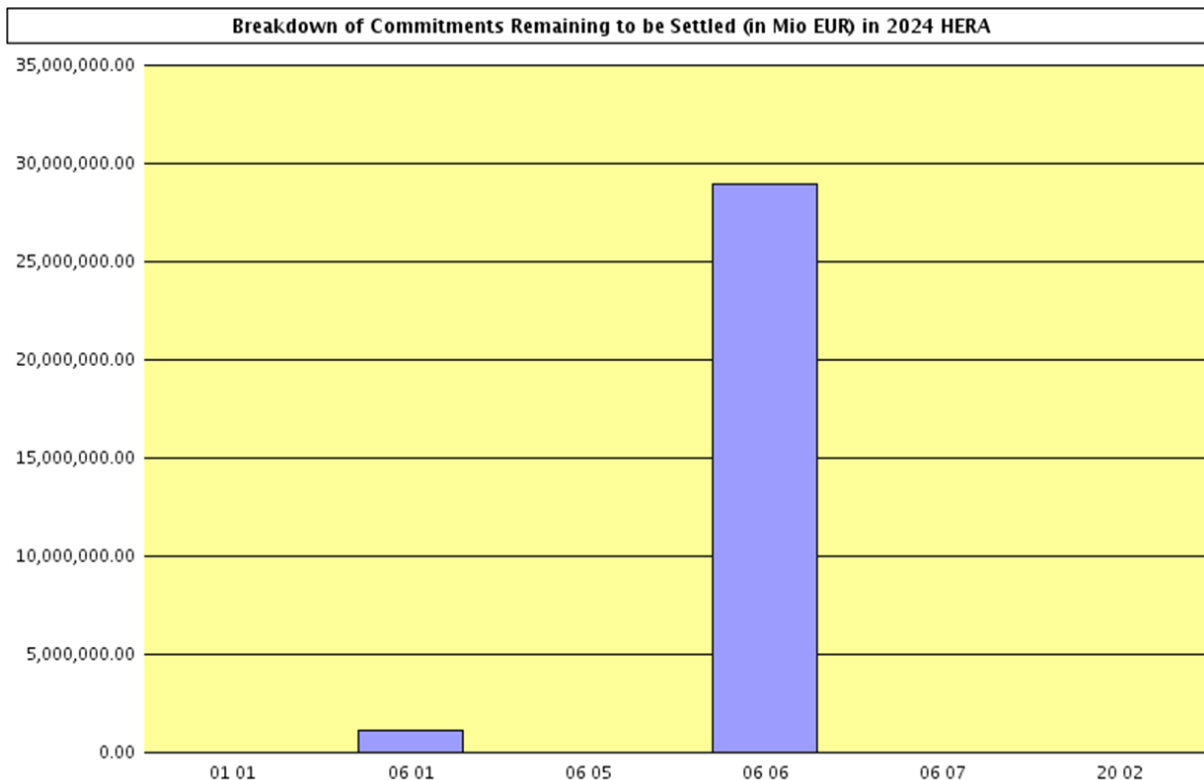


TABLE 4: BALANCE SHEET for DG HERA

BALANCE SHEET	2024	2023
A.II. CURRENT ASSETS	32,184,919.00	12,209,000.00
A.II.2. Current Pre-Financing	32,184,919.00	12,209,000.00
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	0.00	
ASSETS	32,184,919.00	12,209,000.00
P.II. CURRENT LIABILITIES	0.00	0.00
P.II.4. Current Payables	0.00	0.00
LIABILITIES	0.00	0.00
NET ASSETS (ASSETS less LIABILITIES)	32,184,919.00	12,209,000.00

Non-allocated central (surplus)/deficit*	-35,880,379.24	-12,708,571.49
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TOTAL DG HERA	0.00	0.00
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P.III.2. Accumulated Surplus/Deficit	3,695,460.24	499571.49
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The accounting situation presented in the Balance Sheet and Statement of Financial Performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer

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.

TABLE 5: STATEMENT OF FINANCIAL PERFORMANCE for DG HERA

STATEMENT OF FINANCIAL PERFORMANCE	2024	2023
II.1 REVENUES	1,465,385.67	1,767,344.16
II.1.1. NON-EXCHANGE REVENUES	-411,012.97	
II.1.1.8. OTHER NON-EXCHANGE REVENUES	-411,012.97	
II.1.2. EXCHANGE REVENUES	1,876,398.64	1,767,344.16
II.1.2.2. OTHER EXCHANGE REVENUE	1,876,398.64	1,767,344.16
II.2. EXPENSES	22,400,170.08	1,428,544.59
II.2. EXPENSES	22,400,170.08	1,428,544.59
II.2.11. OTHER EXPENSES	2,307,195.77	1,108,562.98
II.2.2. EXP IMPLEM BY COMMISS&EX.AGENC. (DM)	20,092,755.00	316,525.00
II.2.8. FINANCE COSTS	219.31	3,456.61
STATEMENT OF FINANCIAL PERFORMANCE	23,865,555.75	3,195,888.75

The accounting situation presented in the Balance Sheet and Statement of Financial Performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer

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.

**TABLE 5bis: OFF BALANCE SHEET for
DG HERA**

	2024	2023

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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.

Legal Times									
Maximum Payment Time (Days)	Total Nbr of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	61	50	81.97 %	21.36	11	18.03 %	44.91	168,252.07	1. %
45	1	1	100.00 %	9.00				0.00	0. %
60	12	12	100.00 %	23.33				0.00	0. %
90	2	2	100.00 %	41.50				0.00	0. %

Total Number of Payments	76	65	85.53 %		11	14.47 %		168252.07	0. %
Average Net Payment Time	25.44736842			22.15			44.91		
Average Gross Payment Time	29.53947368			25.78462			51.7272727		

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	16	20	26.32 %	76	3,875,971.98	8.76 %	44,252,487.72

Late Interest paid in 2024			
DG	GL Account	Description	Amount (Eur)
HERA	65010100	Interest on late payment of charges New FR	219.31
			219.31

TABLE 7: SITUATION ON REVENUE AND INCOME in 2024 for DG HERA								
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	
61	Cohesion, resilience and values	411,012.97	0.00	411,012.97	411,012.97	0.00	411,012.97	0.00
	Total DG HERA	411,012.97	0.00	411,012.97	411,012.97	0.00	411,012.97	0.00

TABLE 8: FINANCIAL IMPACT OF EX-ANTE AND EX-POST CONTROLS in for DG HERA

EX-ANTE CONTROLS BY TRANSACTION	Irregularity	Total ex-ante amounts
NON-ELIGIBLE IN COST CLAIMS		
CREDIT NOTES	387.29	387.29
RECOVERY ORDERS ON PRE-FINANCING		
Sub-Total	387.29	387.29

EX-POST CONTROLS BY TRANSACTION	Irregularity	Total ex-post amounts
RECOVERY ORDERS OTHER THAN ON PRE-FINANCING		
INCOME LINES IN INVOICES		
Sub-Total		
GRAND TOTAL (EX-ANTE + EX-POST)	387.29	387.29

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2024 for DG HERA

	Number at 01/01/2024	Number at 31/12/2024	Evolution	Open Amount (Eur) at 01/01/2024	Open Amount (Eur) at 31/12/2024	Evolution

TABLE 10: Recovery Order Waivers >= 60 000 € in 2024 for DG HERA

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

Total DG HERA	
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Number of RO waivers	
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There are no waivers below 60 000 €

TABLE 11: Negotiated Procedures in 2024 for DG HERA

The procedures are presented in the Annual Management and Performance Report of 2024

TABLE 12: Summary of Procedures in 2024 for DG HERA

The procedures are presented in the Annual Management and Performance Report of 2024.

TABLE 13 : BUILDING CONTRACTS in 2024 for DG HERA

Legal Base	Procedure subject	Contract Number	Contractor Name	Contract Subject	Contracted Amount (€)

TABLE 14 : CONTRACTS DECLARED SECRET in 2024 for DG HERA

Legal Base	LC Date	Contract Number	Contract Subject	Contracted Amount (€)

TABLE 15: FPA duration exceeds 4 years - DG HERA

TABLE 16: Commitments co-delegation type 3 in 2024 for DG HERA

ANNEX 4: Financial scorecard

The Annex 4 of each Commission service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2024, 11 standard financial indicators are presented below, each with its objective and result for the Commission service and for the EC as a whole (for benchmarking purposes) ⁽²⁾:

- | | |
|---|------------------------------|
| - Commitment Appropriations (CA) Implementation | - Timely Payments |
| - CA Forecast Implementation | - Timely Decommitments |
| - Payment Appropriations (PA) Implementation | - Invoice Registration Time |
| - PA Forecast Implementation | - Accounting Data Quality |
| - Global Commitment Absorption | - Management Data Quality |
| | - Timely Invoice PF Clearing |

For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator's value and the target is colour coded as follows:

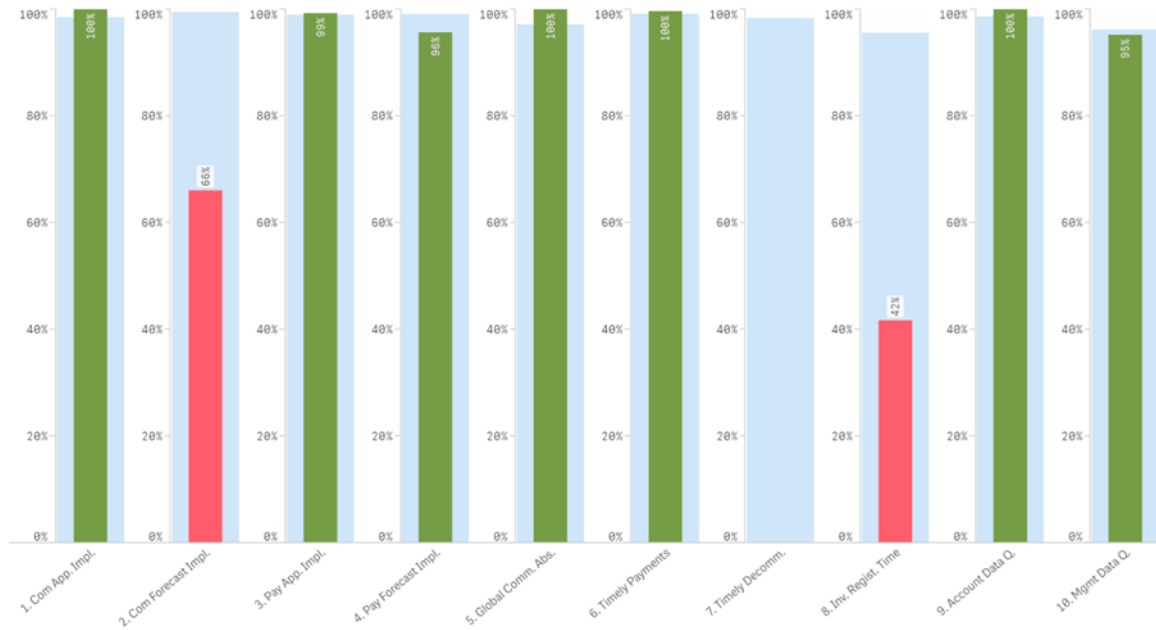
- 100 – >95% of the target: dark green
- 95 – >90% of the target: light green
- 90 – >85% of the target: yellow
- 85 – >80% of the target: light red
- 80 – 0% of the target: dark red

The Commission services are invited to provide commentary for each indicator's result in the dedicated comment section below the indicators scores as this can help the reader to understand the Commission's service context. In cases when the indicator's value achieves 80% or less of the target, the comment becomes mandatory.

The detailed definitions of the indicators are available on the internal DG BUDG site (BudgPedia) and managed by unit BUDG.C5 Financial Reporting.

⁽²⁾ If the EC service did not perform any transaction in the area measured by the indicator or the information is not available in the central financial system, the indicator is not calculated (i.e. displayed as “-”) in this Annex.

HERA Indicator Scores for 2024 12



For each indicator the light blue bar denotes the EC Score.

Indicator	Objective	Comment	HERA Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of Financial Year		100%	99%
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year	HERA co-delegated parts of its EU4Health budget instead of committing it itself which reflected in a lower score for the commitment forecast implementation indicator. However, HERA managed to ensure efficient use of all of its available commitment appropriations expiring at the end of the year as shown by the 99% score of the respective indicator. HERA will reflect better the planned co-delegation of parts of its budget in the commitment forecast implementation in the future.	66%	99%
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of Financial Year		99%	99%
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year		96%	99%

Indicator	Objective	Comment	HERA Score	EC Score
5. Global Commitment Absorption	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		100%	97%
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines	HERA coordinated well with DG SANTE financial unit in order to ensure that payments are done in a timely manner. This is considerable improvement from last year when the indicator stood at 78%.	100%	99%
7. Timely Decommitments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle	The indicator is not applicable for DG HERA in 2024 due to the lack of underlying transactions recorded by DG HERA in 2024.	-	98%
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC	In 2024, HERA received a relatively limited number of invoices, few were registered late. Due to the specific arrangement where DG SANTE registered the invoices for HERA, there were instances where registration took longer to coordinate. However, the instances of late invoice registration did not lead to late payments as shown by the 99% score of the respective timely payment indicator. HERA has taken steps to streamline the invoice registration process by setting up clear roles and responsibilities and creating one functional mailbox for better invoice monitoring.	42%	96%

Indicator	Objective	Comment	HERA Score	EC Score
9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		100%	99%
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		95%	96%
11. Timely Invoice PF clearing	Ensure efficient clearing by invoices of prefinancing payments within the invoice payment time limit	The indicator is not applicable for DG HERA in 2024 due to the lack of underlying transactions recorded by DG HERA in 2024.		100%

ANNEX 5: Materiality criteria

This annex provides detailed explanation on how the AOD defined the materiality threshold as a basis for determining significant weaknesses that should be subject to a formal reservation to his declaration.

In the analysis leading to the decision on whether to issue reservations or not, HERA assesses both qualitative and quantitative aspects:

Qualitative assessment

HERA assesses the significance of any detected weakness in qualitative terms by taking into account the nature and scope of the weakness, its potential impact, and the existence of mitigating controls and/or remedial actions.

Significant deficiencies in one of the control systems

Identified weaknesses in the design or operation of HERA internal controls could significantly influence the appreciation of the Director's General Declaration. This could be the case notably,

- if significant conflicts of interest existed;
- if personnel were unethical or unqualified;
- if the systems failed to provide complete and accurate information due to design flaws or misapplication of procedures;
- if appropriate verifications, approvals, reviews and audits of transactions and procedures were absent or largely insufficient or inadequate;
- if duties were not separated;
- if controls were intentionally overridden and/or wilfully circumvented.

Issues outlined by auditors or OLAF

A critical observation made by the Court of Auditors, the Commission's Internal Audit Service (IAS) or OLAF could lead to a reservation,

- if the issue is not solved immediately during the reporting period, and
- if the impact is material (financial loss exceeding 2 % of the implemented budget concerned).

Significant reputational risks

Besides a possible quantitative aspect of a reputational risk, its impact on the declaration of assurance is assessed mainly on the basis of qualitative criteria, such as sensitivity of the policy area concerned, high public interest or serious legislative concerns. It encompasses issues that could cause lasting damage to the Commission's image due to, for example, financial fraud or serious breaches on provisions of legislation.

For weaknesses, which are considered significant in qualitative terms but not in quantitative terms, HERA takes into account the possible reputational impact they may entail to the image of HERA and the Commission. They are assessed according to the context and nature of the impact, awareness and duration.

Quantitative assessment

As regards legality and regularity, the proposed standard quantitative materiality threshold of 2% of the residual error rate of the payments related to budget that HERA implements directly (and not through partner DGs/ HaDEA), per respective programme (EU4Health, UCPM) is applied. HERA considers it an appropriate threshold above which weaknesses detected should be considered "material".

De minimis' threshold for financial reservations

Since 2019⁽³⁾, a 'de minimis' threshold for financial reservations has been introduced. Quantified annual activity report reservations related to residual error rates above the 2% materiality threshold are deemed not substantial for segments representing less than 5% of a department's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed. Cases where the 'de minimis' threshold applies this year are reported in annex 9.

The implementation of this 'de minimis' threshold applies at the level of the department's annual activity report reservations, namely, not at all affecting the detailed reservations at the level of the Payment Agency(s)/Operational Programme(s).

As almost the entire HERA budget is co-delegated to partner DGs/ HaDEA, the impact of reservations in their AAR on HERA budget will also be taken into consideration.

⁽³⁾ Agreement of the Corporate Management Board of 30/4/2019.

ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)

In 2024, almost the entire HERA budget was delegated. HERA entrusted partner DGs/ HaDEA with the design of relevant control systems for budget implementation. The description of the related control strategies can be found in their respective AARs.

Being a lead parent DG for HaDEA, DG SANTE has developed the relevant control systems with regard to the budget implementation tasks delegated to HaDEA, and a description can be found in DG SANTE AAR.

In 2024, the financial initiation and verification of all HERA payments, both in direct and indirect management, was carried out by DG SANTE, in compliance with DG SANTE control strategy for each type of expenditure. DG SANTE relevant control systems for budget implementation can be found in DG SANTE AAR.

ANNEX 7: Specific annexes related to "financial management"

A. Compulsory for all departments:

1. Reports and documentation considered for the assessment of the DG's functioning in view of the AOD's assurance:

Assurance is provided on the basis of information on the efficiency and effectiveness of internal control systems and governance processes.

HERA monitors the functioning of the internal control systems on a continuous basis and carries out an objective examination with internal and external auditors. The results are explicitly documented and reported to the Director-General. The following reports/documentation have been considered:

- the reports from Authorising Officers in the Directorates-General/services managing budget appropriations in co-delegation. The controls cover the part of the budget entrusted to them by HERA;
- the contribution by the Director in charge of Risk Management and Internal Control (RMIC) on the annual assessment of the internal control principles;
- the reports on recorded exceptions and non-compliance events;
- the limited conclusion of the Internal Auditor on the state of internal control, and the observations and recommendations reported by the Internal Audit Service (IAS);
- the observations and the recommendations reported by the European Court of Auditors (ECA).

The systematic analysis of the available evidence provides sufficient guarantees as to the completeness and reliability of the information reported and results in the full coverage of the budget delegated to the Director-General of HERA.

2. Financial Regulation: Additional reporting requirements resulting from the 2018 and 2024 revisions.

In line with the requirements of the Financial Regulation, HERA reports no such cases for the year 2024:

- 1) cases of any in-kind donation made to the Union, for the purposes of humanitarian aid, emergency support, civil protection or crisis management aid (FR art 25.3),
- 2) cases of "confirmation of instructions" (FR art 92.3),
- 3) cases of financing not linked to costs (FR art 125.3),
- 4) Financial Framework Partnerships >4 years (FR art 131.4),
- 5) cases of flat-rates >7% for funding indirect costs (FR art 184.6),

- 6) derogations from the principle of non-retroactivity pursuant to Article 196 of the Financial Regulation,
- 7) cases of financial support to third parties >EUR 60 000 (FR art 207),
- 8) of non-financial donations provided in the form of services, supplies or works (FR art 244.3).

3. Table Y on the estimated “cost of controls” at Commission level

Not applicable.

ANNEX 8: Reporting on the internal and external audits and assessing the effectiveness of Internal control systems

Not applicable.

ANNEX 9: Specific annexes related to "Control results" and "Assurance: Reservations"

B. Annex related to "Control results" - Table X: Estimated risk at payment and at closure

Table X : Estimated risk at payment and at closure (amounts in EUR mios)

DG HERA	Payments made (2024;MEUR)	minus new prefinancing (plus retentions made) (in 2024;MEUR)	plus cleared prefinancing (minus retentions released and deductions of expenditure made by MS) (in 2024;MEUR)	Relevant expenditure (for 2024;MEUR)	Detected error rate or equivalent estimates	Estimated risk at payment (2024;MEUR)	Adjusted Average Recoveries and Corrections (adjusted ARC, %)	Estimated future corrections (and deductions) (for 2024;MEUR)	Estimated risk at Closure (2024;MEUR)
-1	-2	-3	-4	-5	-6	-7	-8	-9	-10
EU4Health programme contribution agreements	19.88	- 19.88	0.00	0.00	0.00% - 0.00%	0.00 - 0.00	0.00% - 0.00%	0.00 - 0.00	0.00 - 0.00
EU4Health programme procurement	22.53	- 0.09	0.00	22.43	0.50% - 0.50%	0.11 - 0.11	0.00% - 0.00%	0.00 - 0.00	0.11 - 0.11
EU4Health programme administrative agreements	1.83	0.00	0.00	1.83	0.00% - 0.00%	0.00 - 0.00	0.00% - 0.00%	0.00 - 0.00	0.00 - 0.00
Administrative expenditure	0.02	0.00	0.00	0.02	0.50% - 0.50%	0.00 - 0.00	0.00% - 0.00%	0.00 - 0.00	0.00 - 0.00
DG total	44.25	- 19.98	0.00	24.28		0.11 - 0.11	0.00% - 0.00%	0.00 - 0.00	0.11 - 0.11
					Overall risk at payment in %	0.46% - 0.46%		Overall risk at closure in %	0.46% - 0.46%
						(7) / (5)			(10) / (5)

Notes to the table X

(1) Relevant Control Systems differentiated per relevant portfolio segments and at a level which is lower than the total.

(2) Payments made or equivalent, e.g. expenditure registered in the Commission's accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle.

In all cases of Co-Delegations (Internal Rules Article 3), "payments made" are reported by the Delegated departments. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating departments.

(3) New pre-financing actually paid out by the department itself during the financial year (i.e. excluding any pre-financing received as a transfer from another department), as per note 2.5.1 to the Commission annual accounts thus excluding "Other advances to Member States" which are covered on a purely payment-made basis (note 2.5.2). Pre-financing paid/cleared" are always covered by the Delegated departments, even for Cross-SubDelegations.

Retentions: in Cohesion, the 10% retention applied during the year.

(4) Pre-financing actually cleared during the financial year (i.e. their 'delta' in the Financial Year 'actuals', not their 'cut-off' based estimated 'consumption'). Retentions: in Cohesion, the retentions released during the year by the Commission.

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & regularity errors (see the ECA's Annual Report methodological annex 1.1), our concept of "relevant expenditure" includes the payments made, subtracts the new pre-financing paid out [& adds the retentions made], and adds the pre-financing actually cleared [& subtracts the retentions released; and any deductions of *expenditure made by MS*] during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates.

For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (*e.g. administrative expenditure*), the rate which should be used is 0.5% as a conservative estimate, unless the department has a more precise estimate based on evidence.

Similarly, the subsidies given by partner DGs to decentralised agencies as part of their establishment and core tasks are considered error-free types of expenditure and the rate which should be used is 0%.

(8) The adjusted average recovery and corrections percentage for HERA is 0% as there are no ex-post controls on the relevant expenditure in accordance with DG SANTE control strategy.

(9) For some programmes with no set *closure* point (e.g. EAGF) and for some multiannual programmes for which corrections are still possible afterwards (e.g. EAFRD and ESIF), all corrections that remain possible are considered for this estimate.

C. Reservations

Not applicable.

ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management

Since HERA was established in September 2021, it has not participated in the 2020-2024 strategic plan, and therefore this annex does not include objectives defined in the strategic plan.

Main outputs in 2024:			
Description	Indicator	Target	Latest known results
Human resource management			
Objective: HERA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.			
Boost motivation of Female AD Team leaders to apply for management post by providing the appropriate training to relevant candidates.	50% of female middle managers	Maintain the 50% gender balance in the middle management team.	Balance of 50% female in middle management maintained as well as balance first appointments during the period 2023-2024 and 3 out of 5 female team leaders appointed.
HERA engagement index based on the Commission staff survey.	Percentage found through the Commission staff survey.	Achieve 73%, which is the Commission’s average.	66%, based on the 2023 staff survey.
Sound financial management			
Objective: HERA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.			
Effective controls: Legal and regular transactions	Estimated risk at payment	N/A	0.46%
	Estimated risk at closure	N/A	0.46%
Efficient controls	Budget execution	Remains at least 95% of payment appropriations	99% of payment appropriations
Economy of controls	Overall estimated cost of controls	N/A	N/A
Fraud risk management			
Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽⁴⁾ aimed at the prevention, detection and correction ⁽⁵⁾ of fraud.			
Staff survey on the level of awareness of how to report fraud	Once a critical mass (more than 50%) of staff has attended the “Fraud staying vigilant” training	Q1 2024	The number of staff that attended the training has not yet reached the required threshold.
‘Fraud staying vigilant’ training	100% of staff having attended the course	Q4 2024	26.2% attended, 2% enrolled

⁽⁴⁾ [Communication from the Commission ‘Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) – ‘the Communication on the 2023 revision’ – and the accompanying document, [SWD\(2023\) 245](#) – ‘the revised Action Plan’.

⁽⁵⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Description	Indicator	Target	Latest known results
Digital information and information management			
Objective: HERA is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission			
<p>Digital Culture</p> <p>Preparation of users to operate the HERA IT platform.</p> <p>Promotion for awareness around Cyber Security and the use of Artificial Intelligence.</p>	<p>All required HERA staff registered to the “train-the-Trainer” and other sessions is completing successfully the training session to operate the HERA IT platform.</p> <p>80% of HERA staff participating to the knowledge hours and info sessions on Cybersecurity and Artificial Intelligence</p>	<p>Q4 2024</p> <p>Throughout the year</p>	<p>Completed</p>
<p>Business-driven Digital Transformation</p> <p>- Seamless Digital Environment</p> <p>- Green, Resilient and Secure Digital Infrastructure</p>	<p>Acceptance the first functionalities (secured survey and case management) of the HERA IT platform.</p> <p>Acceptance of the analysis of the future features for the HERA, including the security aspects.</p> <p>Uptake of ITSRM for security assessment and plans</p>	<p>100% Q4 2024</p> <p>100% Q1 2025</p> <p>N/A</p>	<p>Not completed, 100% completion expected in S1 2025.</p> <p>Not completed, 100% completion expected in S1 2025.</p> <p>Done, uptake completed in 2024.</p>
<p>Increase staff awareness in HERA on personal data protection rules.</p>	<p>Percentage of staff attending awareness raising activities</p>	<p>Staff: 70 %</p>	<p>28% of staff attended the ‘Introduction to data protection’ with another 29% enrolled. Moreover, Knowledge Hour on data protection principles organised with additional colleagues attending.</p>
<p>Mapping of implementation of data protection rules and increasing monitoring capabilities</p>	<p>Number of unit inventories</p>	<p>4 Unit Inventories</p>	<p>4 Unit Inventories</p>

Description	Indicator	Target	Latest known results
List of actions to implement the corporate principles for data governance for [the service's] key data assets ⁽⁶⁾	Percentage of implementation of the corporate principles for data governance for [the service's] key data assets	Target by 2024: 80%	HERA has yet to identify corporate reference data assets. This activity will be completed throughout the year 2025. HERA will appoint a Local Data Correspondent (LDC) in the course of 2025.
List of actions to be implemented, as identified by the IT Security Strategy 2023-2024 that concern the DG	Number of implemented actions identified by the IT Security Strategy 2023-2024 that concerns the DG	2	Action A.1.27 (Cybersecurity and information security training) is 36% complete. Action A.2.36 (Compliance of IT security controls) is completed for the HERA Stakeholder Portal, partially completed for ATHINA, and will be fully implemented for ATHINA in 2025.
Sound environmental management			
Objective I: Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions			
Reduced emissions from staff missions. HERA signed the relevant EC Services' Travel Pledge committing to reduce their GHG emissions from professional travel	CO ₂ emissions from DG's staff missions	20% reduction of the carbon footprint as established end of 2023 (for the first time in HERA).	Target not reached due to increased number of colleagues and missions and need to extend HERA's outreach notably with Asia, US, Africa to coordinate global health actions.
Objective II: Reducing resource use in buildings and workspace (energy)			
Participation in corporate energy saving actions, by closing down DG/service's buildings during the Christmas and New Year's / summer holiday period, and/or optimisation of the temperature in EC buildings.	- end of year energy saving action - summer energy saving action	100% of department's buildings participating in - end of year energy saving action - summer energy saving action [number of closed days] Footnote: Depending on the agreement with other occupants in our building L-15 (DG NEAR).	HERA staff participated in corporate energy-saving initiatives in coordination with other occupants of building L-15 both for the summer and winter holidays.

⁽⁶⁾ For each key data asset, departments should assess if the following principles have been respected (see also this [practical guidance](#)):

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

Description	Indicator	Target	Latest known results
Objective III: Staff awareness			
<p>Awareness actions in the framework of EMAS corporate campaigns on (for instance):</p> <ul style="list-style-type: none"> - Energy and water use - Waste reduction/sorting: Waste reduction: Implementation of the EC Guidelines for sustainable meetings and events, e.g. sustainable catering, reduce/eliminate single-use plastics, gadgets/gifts 	<p>Number of awareness/participatory actions</p> <p>Number (or %) of participants</p>	<p>At least 1</p> <p>100 %</p>	<p>Although no awareness or participatory actions were carried out during this reporting period, potential opportunities to implement such initiatives will be considered moving forward.</p>

ANNEX 11: Implementation through non EU entrusted entities and/or EU Trust Funds (if applicable)

Not applicable.

ANNEX 12: EAMR of the Union Delegations (if applicable)

Not applicable.

ANNEX 13: Decentralised agencies and other EU bodies (if applicable)

Not applicable.