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ANNEX

**ANNEX**

***to the***

**Commission Decision**

**approving the work programme 2022 of the European Research Executive Agency**

# Annex

# Annual Work Programme 2022

## EUROPEAN RESEARCH EXECUTIVE AGENCY (REA)

# Contents

FOREWORD. Message from the Director – Marc Tachelet ..... 5
PART 1. Mission statement ..... 6
PART 2. Key performance indicators ..... 7
PART 3. Delivering on the Commission's priorities: main outputs for the year ..... 10
REA's contribution to the achievement of the Commission's priorities ..... 11
Cross-cutting aspects relating to all programme management activities ..... 14
Horizon Europe and legacy of Horizon 2020 ..... 16
Programme implementation: key developments expected in programme parts ..... 16
Research programme of the Research Fund for Coal and Steel (RFCS) ..... 20
Support to Commission policy work ..... 20
Operational aspects ..... 21
Information provision and promotion measures concerning agricultural products ..... 21
Support to Commission policy work ..... 21
Operational aspects ..... 21
Support tasks delegated to the Agency ..... 22
i. Participant management for grants/tenders and management of the Research Enquiry Service ..... 22
ii. Expert Management and Support Services ..... 23
PART 4. Modernising the administration: main outputs for the year ..... 26
A. Human resource management ..... 26
B. Sound financial management ..... 27
REA participation in measures at R&I family level ..... 27
Additional REA actions ..... 28
C. Fraud risk management ..... 29
D. Digital transformation and information management ..... 29
Data management and security ..... 29
Protection of personal data ..... 30
E. Sound environmental management ..... 31
F. Initiatives to improve economy and efficiency of financial and non-financial activities ..... 32
ANNEX 1: Performance tables ..... 33
Delivering on the Commission's priorities: main outputs for the year ..... 33
A. Implementation of Horizon Europe – Excellent science – Marie Skłodowska-Curie Actions (MSCA) and predecessor actions (DG EAC) ..... 33

B. Implementation of Horizon Europe – Excellent science – Research infrastructures and predecessor actions (DGs RTD, DG CNECT) ..... 34

C. Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 2: culture, creativity and inclusive society, and predecessor actions (DGs RTD, EMPL, EAC) ..... 36

D. Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 3: civil security for society, and predecessor actions (DGs RTD, HOME) ..... 38

E. Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 6: food, bioeconomy, natural resources, agriculture and environment, and predecessor actions (DGs RTD, AGRI, ENV) ..... 39

F. Implementation of Horizon Europe – Widening participation and strengthening the European Research Area – Widening participation and spreading excellence (DG RTD) 41

G. Implementation of Horizon Europe – Widening participation and strengthening the European Research Area – Reforming and enhancing the European R&I system (DG RTD) ..... 42

H. Implementation of the research programme of the Research Fund for Coal and Steel (DG RTD) ..... 43

I. Implementation of the information provision and promotion measures concerning agricultural products, and predecessor actions (DG AGRI) ..... 44

J. Support tasks delegated to the Agency ..... 46

i. Participant management for grants/tenders and management of the Research Enquiry Service ..... 46

ii. Expert Management and Support Services ..... 47

K. External communication ..... 48

Modernising the administration: main outputs for the year ..... 49

A. Human resource management ..... 49

B. Sound financial management ..... 50

C. Fraud risk management ..... 51

D. Digital transformation and information management ..... 52

E. Sound environmental management ..... 53

I. MORE EFFICIENT USE OF RESOURCES (ENERGY, WATER, PAPER) ..... 53

II. REDUCING CO2, EQUIVALENT CO2 AND OTHER ATMOSPHERIC EMISSIONS ..... 54

III. REDUCING AND MANAGING WASTE ..... 55

IV. PROMOTING GREEN PUBLIC PROCUREMENT ..... 55

ANNEX 2 Resources: staff and budget ..... 57

Administrative budget ..... 57

Human resources ..... 59
Delegated operational appropriations ..... 61

## FOREWORD. Message from the Director – Marc Tachelet

REA starts 2022 in quite a different context to one year ago. The continuous efforts made over the past twelve months to welcome and integrate the teams implementing the newly-delegated programme-parts have enabled a smooth transition. Despite Covid-19 still clearly affecting our way of working, I am confident that the organisational and managerial culture shared across the Agency will help us to face the challenges remaining from the transition period or emerging in 2022.

As the first calls of Horizon Europe were launched later than planned, many REA units will be intensively processing the evaluations of proposals in early 2022 while also preparing for the next calls. In addition, REA will implement certain new features in call and grant management as part of the efforts to further improve the experience for Horizon Europe participants (please see Part 3 for further details).

Each year we take gradual steps towards meeting the requirement that REA makes efficiency gains of over 25 % by 2027. We are working closely with other services, including other executive agencies, to optimise back-office processes and IT tools.

REA has long been a frontrunner in supporting its projects to feed relevant results into policymaking. In 2022 the Agency will focus its feedback to policy capacities on the key policy initiatives of the European Commission (EC). The recently launched EU Missions, a major new instrument rooted in Research and Innovation to tackle some of our biggest challenges within a defined timeframe, will be at the heart of these priorities.

There will also be new challenges for the administrative and logistical support services that REA provides. The scope of the central validation service has been extended to include new clients, like the European Parliament and other EU bodies, and new tasks. As manager of the central proposal evaluation facility, REA will consider how a return to on-site evaluations by experts could take place safely and efficiently. This reflection, as well as a review of REA staff travel policy, will take into account the need to minimise greenhouse gas emissions.

It is foreseen that the Agency will grow to 897 staff members during 2022, after concluding several multi-profile selections procedures open to external candidates. In parallel, REA will work with other executive agencies on the appropriate follow-up of revisions to human resources policies at Commission level, reflecting the post-pandemic situation. The outcome of the autumn 2021 staff survey will also help the Agency to design relevant actions to take in order to address any detected shortcomings or to respond to staff expectations.

## PART 1. Mission statement

REA, mandated by the European Commission to support the EU Research and Innovation policy, funds and assists high-quality research and innovation projects that generate knowledge leading to a greener world, in which Europe has prosperous, inclusive economies and societies that take full advantage of the digital age.

To pursue this mission, REA will undertake the following activities:

**Managing the selection of the proposals to fund, concluding and implementing the grant agreements, and enabling the take-up of project results – including for effective policy-making – for:**

a. major parts of the Horizon Europe Research and Innovation Programme (2021-2027) aiming at boosting the Union's productivity and competitiveness, sustaining our socio-economic model and values, and enabling innovative and systemic solutions to the challenges faced by our societies;
b. information provision and promotion measures concerning agricultural products (2021-2027) (AGRIP) to enhance the competitiveness of the Union's agricultural sector;
c. the Research Programme of the Research Fund for Coal and Steel (RFCS).

**Implementing the remaining stages of the grant agreements concluded under predecessor programmes, and enabling the take-up of project results – including for effective policy-making – for:**

a. the Research Framework Programmes FP7 and Horizon 2020;
b. information provision and promotion measures concerning agricultural products ;
c. the Research Programme of the Research Fund for Coal and Steel.

**Providing administrative and logistical support services:**

a. **to EU bodies implementing Horizon Europe and selected other programmes.** These services include: *Planning and **support for publication of calls** for proposals and contests for prizes; General logistical support for the evaluations including the **management of the evaluation facility; Contracting and payment of independent experts** who evaluate proposals.*
b. **behind the single entry point of participants in grants (including prizes) and procurement activities for all Union programmes**, for the benefit of the EU bodies implementing them through direct management within the Single Electronic Data Interchange Area (SEDIA) framework. REA services for SEDIA include, in particular: ***Validation of legal entities**, including the assessment of third-country control over participants for some specific programmes (Horizon Europe, Digital Europe, European Defence Industrial Development Programme (EDIDP) and EU Defence Fund); Preparation of legal entities' **financial capacity assessment**; Management of the **Research Enquiry Service**, which answers enquiries from citizens on EU research and innovation funding and general questions on the validation process of participants for all programmes.*

## PART 2. Key performance indicators

The following five KPIs were chosen to reflect the most important aspects of the Agency's performance.

| ***Key Performance Indicator*** | ***Indicator*** | ***Target*** | ***Latest known results (31 December 2021)*** |
|---|---|---|---|
| *KPI 1 – Full implementation of the operational budget* | *Percentage of execution of the operational budget (commitments and payments)* | *100%<br>(at year end)* | *100%* |
| *KPI 2 – Rapid conclusion of grant agreements ('Time-To-Grant')* | *Time-To-Grant (TTG): Time from call deadline to grant signature (% of projects signed within the deadline set by the legal basis)* | *100% grants signed within<br>- 8 months for Horizon Europe<br>- 9 months for RFCS and AGRIP* | *REA TTG: 95%[1]* |
| *KPI 3 – High quality of the key procedures for scientific and grant management* | *Share of projects that achieved most of their objectives* | *90%* | *Horizon 2020: 93.76% (REA previous mandate only)<br>AGRIP:95%<br>RFCS: 100%[2]* |
| | *Number of complaints on evaluation results upheld or partially upheld (evaluation review)* | *Maximum 0.50% of proposals evaluated* | *Horizon 2020:<br>0.31%* |
| *KPI 4 – Legality/regularity of financial transactions* | *Estimated risk at closure* | *<2% of relevant expenditure* | *1.21% of relevant expenditure* |

[1] Source Corda for Horizon programmes and local follow-up for AGRIP and RFCS. The indicator covers all programmes.

[2] Source Corda for H2020, AGRIP and RFCS figures include only grants completed in 2021 and are based on management best estimate.

| ***Key Performance Indicator*** | ***Indicator*** | ***Target*** | ***Latest known results (31 December 2021)*** |
|---|---|---|---|
| | *Residual error rate in financial transactions* | *Horizon 2020:*<br>• *Overall target : as close as possible to 2% (within the range of 2-5%)*<br>• *Specific target for the Marie Skłodowska-Curie Actions (MSCA): below 2%*<br><br>*Horizon Europe:*<br>• *Overall target : Representative detected error rate within the range of 2.5%-3.5%*<br>• *Residual error rate: around 2% (but not necessarily below)*<br>• *Specific target for the MSCA: below 2%*<br>*Non-Horizon programmes:*<br>• *Overall target : below 2%* | *Horizon 2020:*<br>*Representative detected error rate:*<br>• *R&I family (REA included): 2;29%*<br>*Detected local error rate:*<br>• *REA MSCA: 0.56%*<br><br>*Cumulative residual error rate:*<br>• *REA: 1.75%*<br>*Residual local error rate*<br>• *REA MSCA: 0.50%*<br><br>*Residual error rates for non-Horizon programmes:*<br>• *AGRIP: 1.53%*<br>• *RFCS: 3.13%* |

| | | | |
|---|---|---|---|
| *KPI 5 – Providing efficient support services to the Research DG[3]s and other client services* | *Participant validation*<br><br>*(for all direct management operations at the European Commission (EC))* | *95% of validations performed within 90 days from "raise priority" date[4]* | *98.62%* |
| | *Expert payment* | *100% of experts paid within 30 days* | *99.40'%* |

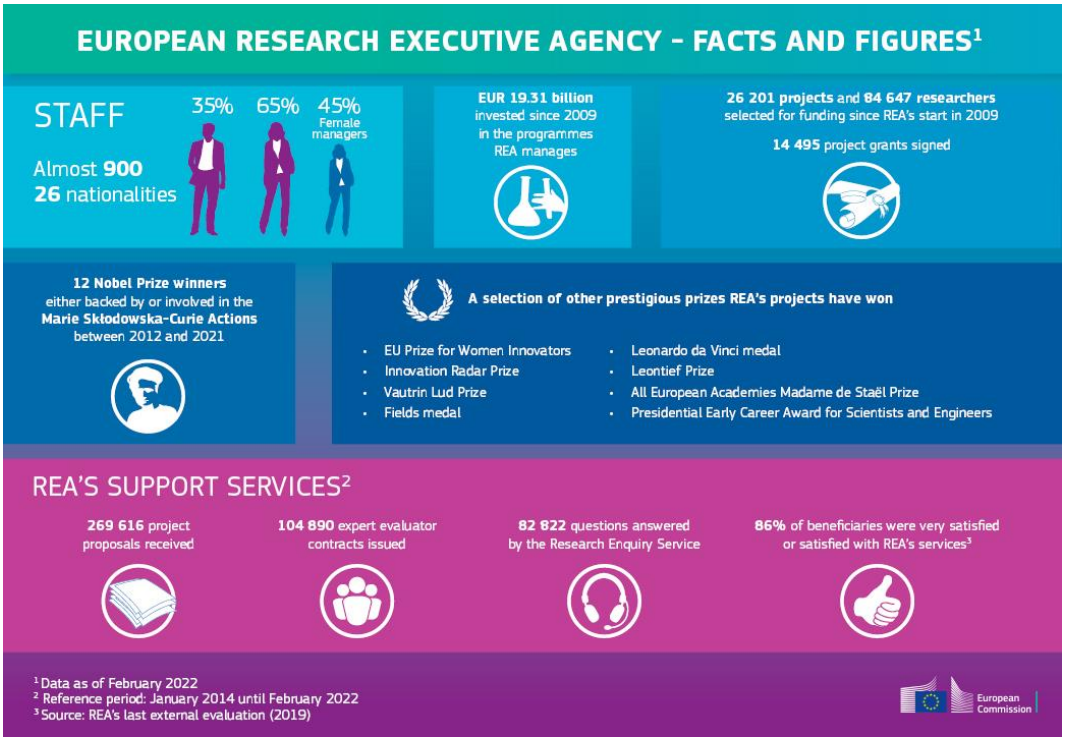
[3] DG stands for Directorate General of the European Commission

[4] "Raise priority" is a signal in the Participant Data Management (PDM) database reflecting a validation request and triggering a request for supporting documents to the participant.

## PART 3. Delivering on the Commission's priorities: main outputs for the year

Part 3 of the work programme gives details about the planned outputs of REA's activities:

*Figure 1 - Overview of REA activities*



Sections A to C cover **programme implementation**. For information on the purpose and actions of the programme parts described, please see the REA website[5]. Section D below concerns the **participant management** and the **expert management and support services** provided by REA.

Annexes I-VII of the REA Delegation Act[6] set out in detail the tasks delegated to the Agency in the management of the programme parts that it implements. Within these areas, the Act entrusts REA with managing the full project lifecycle, based on the policy guidance stipulated in the work programmes (or other legal basis) adopted by the Commission for each programme part:

- Commission Decision C(2021) 4200 of 15 June 2021 on the Horizon Europe Work Programme 2021-2022, as amended by Commission Decision C(2021)9128 of 15 December 2021.
- Commission Implementing Decision C(2021) 9236 final of 15 December 2021 on the financing of information provision and promotion measures concerning agricultural products implemented in the internal market and in third countries and the adoption of the work programme for 2022.
- Council Decision (EU) 2021/1094 of 28 June 2021 amending Decision 2008/376/EC on the adoption of the Research Programme of the Research Fund for Coal and Steel and on the multiannual technical guidelines for this programme.

The Agency's mandate also covers the management of the portfolio of running projects financed by the predecessor programmes of the programme parts listed above.

### REA's contribution to the achievement of the Commission's priorities

REA works in close cooperation with its Steering Committee and parent DGs. The connections between REA-implemented programmes and the **objectives of the Commission**, both annual and multi-annual, are shown in Figure 2 below.

The strategic priorities of DGs are structured according to the overall Commission objectives. Each programme part delegated to REA makes a direct contribution to at least one strategic priority of a parent DG for the period 2020-2024.

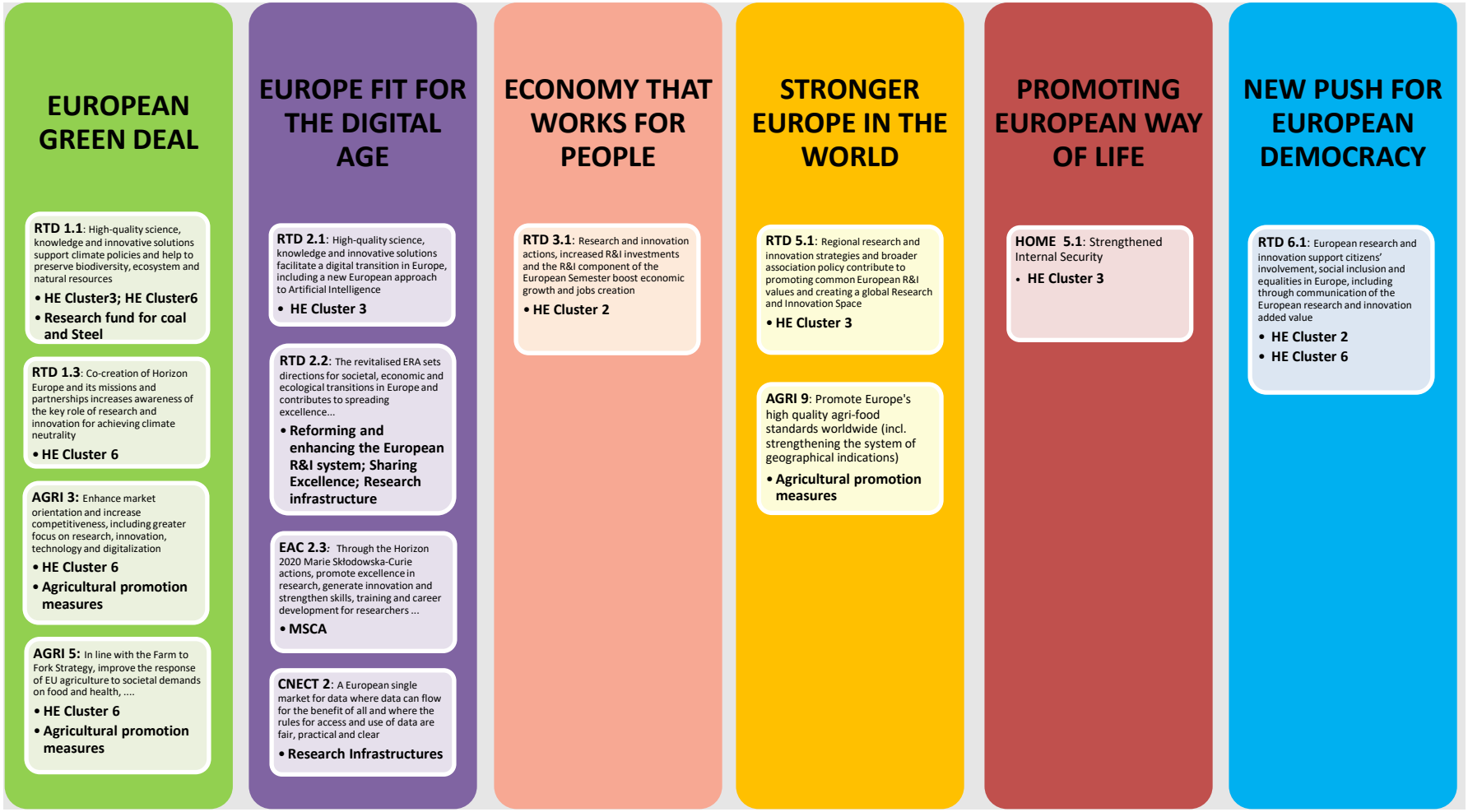
In addition, the parts of the REA portfolio that support multiple fields of research and innovation, such as widening participation and strengthening the European Research Area, make contributions to other strategic priorities. These indirect contributions are also shown in the performance tables in Annex 2.

[5] https://rea.ec.europa.eu/

[6] also the forthcoming Memorandum of Understanding between the parent DGs and REA.

Furthermore, the Marie Skłodowska-Curie Actions (MSCA), which cover a wide range of science and innovation topics, have the potential to support many of the Commission's objectives that are listed in Figure 2 below.

*Figure 2 - Overview of REA's contribution to the Commission objectives*



## Cross-cutting aspects relating to all programme management activities

*Information and Communication*

The Agency develops its annual communication activities based on the general approach and objectives that are defined in REA's external communication plan. In 2022, REA will further strengthen its **digital outreach** via existing channels (website, Twitter, LinkedIn, programme newsletters) to ensure that all delegated programmes are promoted to relevant groups of stakeholders. The Agency will work closely with DG RTD on the organisation of the Horizon Europe **Info Days**[7], while taking the lead on the organisation of similar events for the Promotion of Agricultural Products and the Research Fund for Coal and Steel.

Communication activities will also highlight how projects managed by REA **contribute to EU policy implementation**, for example, through:

- Contributions to the EC's communication activities on key policy initiatives such as the EU Missions.
- Key input to major EC R&I policy events, such as the New Bauhaus Festival and the R&I Days.

*Supporting the Commission's policy priorities*

On 29 September 2021, **the Commission launched five EU Missions**, a new way to bring concrete solutions to some of the greatest challenges. EU Missions are a novelty of Horizon Europe, but they will go far beyond research and innovation to deliver concrete results by 2030. The five Missions are starting their implementation in late 2021 and REA is expected to contribute alongside other agencies.

In particular, REA will take a leading role in implementing the research and innovation component of the Mission entitled "**A Soil Deal for Europe: 100 living labs and lighthouses to lead the transition towards healthy soils by 2030**". For further information please see the section below on Horizon Europe Cluster 6.

In general, since Missions will involve excellence-based and impact-driven R&I activities across disciplines and sectors, knowledge from R&I projects implemented by **REA could contribute to any of the Missions**[8]. This is especially true for those supporting the European Green Deal, since they are strongly linked to Cluster 6 (Soil, Climate Adaptation, Ocean and Waters, and Climate-neutral Cities). Furthermore, the Agency will aim to provide

[7]The organisation of Horizon Europe Information Days is coordinated centrally by DG RTD's communication unit. REA operational units co-organise sessions on REA-managed parts of Horizon Europe together with the parent DGs' relevant policy units.

[8] Provided that the conditions listed in the Article 4(2) of the instrument of delegation are respected.

targeted contributions to the various Missions from the wide range of science and innovation topics covered by the MSCA.

The **feedback to policy activities** will be carried out within the single feedback to policy collaborative framework, rolled out to maximise the impact of EU-funded projects on policymaking. Beyond EU Missions, feedback to policy activities have a broader focus on the Agency's portfolio as a whole and its contribution to main EC priorities. REA will further strengthen the support provided to this activity in terms of methodology and monitoring, as well as reporting on and steering it.

Connecting project results to policymaking will remain a priority for REA. For example, a series of **cluster events** are planned to bring together projects and promote the take-up of project results in policy-relevant areas. Two MSCA cluster events will be organised in 2022: one on Oceans (tentatively in the second quarter of 2022) and another on a topic still to be defined (by the end of 2022). Both cluster events will cover projects in the relevant fields funded by the MSCA and other relevant programmes (within the Agency's portfolio, but also from other programmes such as the European Institute of Innovation and Technology and Erasmus+), and will involve parent DGs, relevant Mission managers, other policy DGs, and external speakers.

Furthermore, REA is among the services that will be implementing the new strategy for the **dissemination and exploitation** of Horizon Europe project results, which builds on the experience and initiatives of the Horizon 2020 programme.

*Challenges affecting REA's project management activities in 2022*

**Processing delayed 2021 calls simultaneously with 2022 calls:** Horizon Europe was adopted later in 2021 than planned. This delayed the publication of work programmes and the calls for proposals. REA is carefully managing the potential impact on units simultaneously processing multiple calls. This includes mitigating the impact on staff workload, the availability of experts and IT, and the implementation of later calls. As explained below, the efficiency gains produced by new IT developments should facilitate the adjustments.

**Generating significant efficiency gains over the period 2021-2027:** The number of staff allocated to agencies for 2021-2027 is based on targets for efficiency gains through economies of scale ranging from 15% to 50%. In response, REA is not only implementing a programme of internal changes leading to greater efficiency, but is also actively contributing to actions at R&I family level that will streamline processes and IT tools for call and grant management. The work is further explained in Part 4, Section F of this document.

REA will continue to use its day-to-day management structures to monitor and respond to the consequences of **Covid-19**, including to anticipate and efficiently handle a possible increase in the number of beneficiaries entering bankruptcy. A key element is timely information flow to REA on (potential) bankruptcies: REA will double-check the robustness of the early-warning measures in place. Furthermore, REA will continue to assess the

justifications for and the implications of the large number of ongoing project suspensions due to Covid-19. These particularly affect actions based on researcher mobility/exchanges (e.g. MSCA) or communication campaigns (e.g. AGRIP).

## Horizon Europe and legacy of Horizon 2020

This section first highlights aspects that will require the particular attention of several or all REA units that implement Horizon Europe.

As stated in Part 4.B of this document, addressing sound financial management, **lump sum project funding** will become more widespread under Horizon Europe, starting with calls under the 2022 Work Programme. This is based on the results of ongoing pilots under Horizon 2020 and is designed to further simplify the programme and reduce the financial error rate. In addition, the Commission envisages to introduce two **unit cost options for personnel costs**. REA will prepare for the implementation of these new features, which imply changes to various business processes (e.g. call set-up, briefing to experts, reporting and payments, etc.) and the validation of some financial data of the legal entities that will opt to use the unit costs. For that purpose, REA will be collaborating with the Common Implementation Centre (CIC) to put in place measures that support the implementing services (including REA) to adjust accordingly; this will include the impact of the new measures on REA's Central Validation unit and its resources.

REA will continue to **pilot a 'rebuttal' approach** under the first Work Programme of Horizon Europe. The Agency will make the Individual Evaluation Reports (IERs) available to the proposals' applicants and allow five days to react. The experts then must take into account the reactions, to the extent that they aim to refute statements in the IER, before finalising the consensus phase of the evaluation. The foreseen interaction with the applicants will increase the transparency of the evaluation process, correcting any factual or major misunderstandings by experts at an early stage while providing more detailed feedback to applicants. The implementation of this pilot will require considerable effort from REA call coordination teams and will also depend on modifications to the proposal management IT tool (SEP) to support the process.

As stipulated in the legislation, the Commission will undertake the ex-post evaluation of Horizon 2020 and the interim evaluation of Horizon Europe. The approach developed by the DG RTD Common Policy Centre includes back-to-back exercises coordinated and implemented by the **Monitoring and Evaluation Virtual Entity (MEAVE)**. REA is an active participant in the MEAVE and will participate in a number of planned studies in this context. Similarly, REA plays its full part in the group that co-creates and steers how **gender strategy is defined and implemented** in Horizon Europe.

## Programme implementation: key developments expected in programme parts

*Marie Skłodowska-Curie Actions (MSCA)*

REA will complete any remaining steps needed to implement the **changes that have been introduced in the MSCA under Horizon Europe**. These aim to ensure harmonisation and simplification across the different MSCA actions and to meet certain requests from external stakeholders. They include the introduction of a limitation in terms of years in research in Postdoctoral Fellowships, new cost categories (special needs and long-term leaves allowances), and the harmonisation of the eligibility and secondments rules across the MSCA. Preparations include contact with the IT teams of the Common Implementation Centre (CIC) within DG RTD to design the proposal and reporting templates and automated checking of the eligibility rules. To further support the introduction of the new features, REA will continue in the coming months to organise dedicated training for MSCA National Contact Points (NCPs), as well as internal information sessions.

REA will also focus on the **efficiency gains identified for the implementation of the MSCA** under Horizon Europe, in cooperation with DG EAC and external stakeholders (NCPs and Programme Committee members). Two of the most important areas for review are the management of the Special Needs Lump Sum (SNLS) legacy projects under Horizon Europe and the MSCA evaluation system. Regarding the management of the SNLS legacy projects under Horizon Europe, the new simplified approach has already been agreed by the Commission horizontal services and will be implemented as of 2022 for all H2020 projects still running.

Furthermore, under Horizon Europe, **certain MSCA activities were delegated for the first time** by DG EAC to REA:

- Trans-national cooperation among MSCA NCPs;
- MSCA Researchers at risk action;
- MSCA International cooperation action; and
- Support to the Marie Curie Alumni Association action.

These grants were previously managed by DG EAC. Since they focus on actions with a strong policy dimension, the specific implementing arrangements agreed between REA and DG EAC will be used for the first time.

*Cluster 2: culture, creativity and inclusive society*

2022 will be characterised by the intensity of the work in Cluster 2 due to significant budget increase, which will grow by around 65%. The implementation of the **first operational procurement contract[9] in REA** will continue in the first semester, under the joint supervision of REA and DG RTD.

[9] The specific contract was signed in 2021.

REA will coordinate the central information days organised by the EC to which the parent DGs contribute the policy-related content and provide speakers on cluster calls, topics and cross-cutting priorities. REA also will manage for the first time the **National Contact Points (NCP) Network**, with its central role as multiplier for information and support service for applicants as well as organising Information Days, NCP training or brokerage events.

*Cluster 3: civil security for society*

The implementation of Cluster 3 of Horizon Europe will start, with **five different packages of calls and topics ('Destinations')**, as a continuation of Horizon 2020. Besides this, 2022 will be the peak year in terms of the **management of the Horizon 2020 legacy**.

REA has a particular expertise in security research, having managed the EU calls and grants for this activity for many years. REA intends to build on the work that started in the later part of 2021 to establish a **group composed of services handling EU Classified Information** (EUCI) for any EU programme or activity. The purpose is to enable programmes to take a similar operational approach where possible. To form this group, REA will continue to cooperate with, among others, DG HOME, DG HR, the CIC of DG RTD, and executive agencies.

*Cluster 6: food, bioeconomy, natural resources, agriculture and environment*

The implementation of the first **Horizon Europe Cluster 6 Work Programme** (2021-2022) will continue in 2022. Calls are distributed across seven Destinations ('packages' of calls and topics), spread across three units. The deadlines for the 2021 Cluster 6 calls for proposals were in October 2021, with the evaluation and selection of projects to be finalised in the first semester of 2022. Participants will be informed in the first trimester of 2022, with grants signed in July 2022. In addition, the grant to support the co-fund partnership on biodiversity will be signed by March 2022. This partnership project will last seven years, involving 75 organisations from 37 countries. It will have annual installments of EU funding leading to an expected total EU contribution of EUR 165 million.

Given the increase in the number of projects, and the additional features added in Horizon Europe, sustained efforts will be required to deliver on the key performance indicators of the three REA units that work on Cluster 6. Further consolidation of internal processes will remain a priority in 2022 to improve the **efficiency of operations.**

REA will also continue to monitor or conclude the running **Horizon 2020 grants** in this field. The majority of the projects managed are still the Horizon 2020 Societal Challenge (SC) 2/SC5 projects, as there were many recent amendments concerning project extensions related to Covid-19 delays. Furthermore, REA currently manages projects resulting from 11 out of the 20 European Green Deal call topics.

*Widening participation and spreading excellence*

The programme under Horizon Europe has new **types of calls** (such as the Excellence Hubs, the European Excellence Initiative (EEI), and European Research Area (ERA) Fellowships and Talents) which complement the calls for Teaming, Twinning and ERA Chairs that continue from Horizon 2020 to Horizon Europe. Also, REA has responsibility for managing the HE Framework Partnership Agreement and Specific Grant Agreement for the implementation of the COST (European Co-operation in Science and Technology) actions, which was managed by R&I under H2020.

There are additional innovations in the Teaming, Twinning and ERA Chairs actions. Under Horizon Europe it will be possible for applicants to **claim research costs**. Furthermore, funding for Twinning projects will be lower and Teaming projects will be of shorter duration, reduced from a maximum of eight years under Horizon 2020 to a maximum of six years under Horizon Europe.

Changes have also been introduced in the **evaluation procedure**. For the Teaming action, complementary funding has become part of the evaluation of proposals. For the Teaming call, a two-stage evaluation approach has been introduced. In ERA Chairs actions the possibility of involving an ERA CHAIR holder already at proposal stage has also been introduced following requests from beneficiaries of the Horizon 2020 calls.

REA carried out surveys of Widening projects in 2021 to **investigate the impact of the programme** on raising the research profile and research excellence of project participants and to understand better the projects' dissemination and exploitation activities. Following our analysis of these results, we plan in 2022 to highlight our recommendations to DG RTD, which could be useful for future programme activities, and to carry out further surveys.

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*REA has been fully involved in the development and the launch of the **EU Mission, A Soil Deal for Europe.** It will engage with people and create effective partnerships across sectors and territories to protect and restore soils in Europe and beyond. It will contribute to European Green Deal targets relating to sustainable farming, climate resilience, biodiversity and zero-pollution. REA has already contributed to the preparation of the implementation plan of this Mission, working together with the Mission Owners Group, to set out detailed actions, the investment strategy, and performance indicators.*

*Cluster 6 of Horizon Europe provides a financial contribution to this Mission along with other Clusters. REA will implement the R&I component of the Mission call that opens in April 2022 and closes around the end of the year. The 2021 Mission call was launched end of 2021, including a new public procurement action, and will be finalised at the start of 2022.*

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*Reforming and enhancing the European R&I system*

This programme-part is a continuation of the Horizon 2020 Science with and for Society programme, with an extended scope ranging from universities to international cooperation (14 strands in the legal basis). The focus is on prioritising investments, improving access to excellence, translating R&I into economic value, and deepening the ERA. **For 2022, all the actions of the programme are bundled into a one-stage call for proposals** with a deadline in April. In 2022, more Grants to Identified Beneficiaries as well as a first **prize** will be implemented by the Agency, as well as new procurement actions.

*Research infrastructures*

**Four calls for proposals**, one overlapping with the other three that have the same deadline and planning, will be implemented in 2022. They include an additional topic resulting from the 2021-2022 Research Infrastructures work programme part, introduced with the EU Mission amendment. Selecting specialist evaluators/monitors who have no conflict of interest will receive particular attention as consortia sometimes have more than fifty beneficiaries already involving European experts in the field and covering cross-cutting scientific fields.

**Project officers** still deepen their knowledge of the actors in a given research infrastructure community and the political priorities (European Strategy Forum on Research Infrastructures (ESFRI) roadmap, ERA action plan, European Research Infrastructure Consortium and European Open Science Cloud (EOSC) constituencies). They will respond to an increasing demand for feedback to policy related to the EU Missions. In addition, many calls will be mission/challenge-oriented, thus addressing multiple communities of research infrastructures. Consequently, close collaboration between project officers with different portfolios will be needed, as most of the thematic fields are managed by multiple staff.

Calls linked to the EOSC have two parent DGs, RTD and CNECT. REA will work on the harmonisation of the requirements related to this call, as well as to provide feedback to policy. There will be **further coordination between programme implementation and policy** follow-up (e.g. via ESFRI, EU Missions Working Group, Partnership Working Group with other DGs concerned (SANTE, AGRI, REGIO etc.)), as well as for the international cooperation dimension. Meetings with such groups will be necessary in order to provide feedback from projects and to ensure that the impact of the ongoing projects is presented and assessed.

## Research programme of the Research Fund for Coal and Steel (RFCS)

### Support to Commission policy work

RFCS projects help the Commission to meet the Green Deal objectives, in particular by supporting breakthrough technologies for clean steel, leading to a zero-carbon steelmaking process by 2030, and with the transition towards a climate-neutral Union economy by 2050, with the objective of phasing out fossil fuels. This includes developing alternative activities on former mine sites and avoiding or addressing the environmental damage from

coal mines in the process of closure, or formerly operating coal mines and their surroundings.

REA will be a central interlocutor for feedback to policy between the projects (their results linked to policy priorities) on the one hand and the DGs for regional development, climate and environmental actions, economic prosperity, and research policies, on the other. REA will become an active member of the joint teams for feedback to policy composed of the relevant DGs (ENV, CLIMA, REGIO, GROW, R&I), the executive agencies in charge of implementing the programmes (LIFE, RFCS, …), and Joint Undertakings / Partnerships (Clean Steel Partnership, Clean Hydrogen Partnership, …).

REA will - in close cooperation with DG RTD – establish the conditions for allowing the RFCS projects and beneficiaries to fully benefit from Dissemination & Exploitation of results (D&E) initiatives developed for Horizon Europe, such as the Horizon Results Booster, the Horizon Results Platform, the Innovation Radar, and the Horizon Impact Award.

### Operational aspects

2022 is the first year of RFCS programme's implementation under its new Legal Basis (the RFCS Modernisation Package was adopted in 2021[10]). Operationally this will imply that along with the traditional RFCS call, REA will have to manage two additional calls per year: one call related to the Clean Steel partnership and one on research activities in the coal sector in line with the principles of the Just Transition Mechanism.

These three calls will be in accordance with the newly adopted objectives of the RFCS programme.

## Information provision and promotion measures concerning agricultural products

### Support to Commission policy work

Based on a strategy established at the European level, information provision and promotion measures concerning agricultural products aim to boost jobs and growth in rural areas by enhancing the competitiveness of the EU agricultural sector. The actions open up new markets and consolidate existing ones, as well as raise awareness among consumers, both

[10] - Council Decision (EU) 2021/1094 of 28 June 2021 amending Decision 2008/376/EC on the adoption of the Research Programme of the Research Fund for Coal and Steel and on the multiannual technical guidelines for this programme
- Council Decision (EU) 2021/1208 of 19 July 2021 amending Decision 2003/76/EC establishing the measures necessary for the implementation of the Protocol, annexed to the Treaty establishing the European Community, on the financial consequences of the expiry of the ECSC Treaty and on the Research Fund for Coal and Steel

inside and outside Europe, of EU quality schemes and the high standards of EU agricultural products.

The actions also contribute to achieving the objectives of the EU Farm to Fork strategy. In 2022, the Commission will continue its review of the policy, with a view to enhancing its contribution to sustainable production and consumption, and in line with the shift to a more plant-based diet, with less red and processed meat and more fruit and vegetables.

### Operational aspects

2022 will represent the seventh year of implementation of information provision and promotion measures concerning agricultural products. The budget remains similar to 2021 figures. Two calls for proposals for co-financed programmes will be published in January 2022 and close in April 2022. In the case of a serious market disturbance or loss of consumer confidence, further calls could be published in response.

In 2022, REA will continue with two new financing forms that REA has not previously implemented:

- Grants submitted to and evaluated by REA but managed by the competent national authorities under shared management (for programmes where all beneficiaries come from the same Member State).
- Operational procurement (of promotional campaigns and events outside Europe aimed at enhancing the image of EU products, and technical support services e.g. to raise awareness of different markets).

It is expected that during 2022 Covid-19 will continue to affect the implementation of information provision and promotion measures concerning agricultural products, since they often consist of face-to-face communication activities that cannot take place under public health restrictions. Numerous grant agreements and contracts will need amendment once implementation can resume, with an impact on the timing and workload for financial transactions.

## Support tasks delegated to the Agency

REA provides support according to the Annex VIII of the Delegation Act.

## i. Participant management for grants/tenders and management of the Research Enquiry Service

Through its central validation service, REA contributes to the implementation of the Single Electronic Data Interchange Area (SEDIA)[11] by performing the following operations for participants in grants (including prizes) and procurements[12]:

- Validating legal entities (including the appointment of Legal Entity Appointed Representative);
- Creating/modifying their bank account data in the EU financial system;
- Preparing the assessment of their financial capacity; and
- Assessment of their ownership and control, if they participate in selected programmes/calls where EU strategic interest are involved and safeguards are required against foreign interference threats.

REA also operates the **Research Enquiry Service** that answers citizens' questions on research matters and participants' validation, as well as feeding the Frequently Asked Questions (FAQ) public database. The launch of **Horizon Europe, with its new features, is generating a high level of demand** for the Service.

The new REA Delegation Act extends the scope of the central validation service, for example to identify if third countries have control over some participants, a check foreseen in the basic acts of Horizon Europe, Digital Europe, EDIDP and EU Defence Fund. **Discussions are well advanced on specifying procedures to address the requirements of this new validation task.**

In 2022, the central validation service will continue **supporting information and communication with programme participants in all EU official languages**. This is delivered by calling on the translation services of the EU Translation Centre. In addition, REA will continue cooperating with DG BUDG in ensuring a consistent application of the validation rules and practices and with DG DIGIT in developing the relevant corporate IT tools in a fully automated and integrated way.

The central validation service will continue to manage the **PDM/URF[13] participants database** which supports its operations, including compliance with the applicable data protection rules. Obsolete personal data is eliminated on a regular basis from PDM/URF. The PDM/URF personal data management policy is aligned with administrative retention policy of the European Commission and with the personal data processing approach of the EU Funding and Tenders Portal.

[11] Article 147 of the Financial Regulation (EU, Euratom) No 1046/2018 of the European Parliament and of the Council.
[12] Also for participants in the first level of indirect management transactions.
[13] Participant Data Management/Unique Registration Facility

In recent years, a series of new clients have joined SEDIA and discussions were initiated to extend its services to other EU institutions and bodies. In this context, following the **pilot launched with the European Parliament** to explore the possibility and elements of a potential agreement on validation services, REA is preparing a transitional Service Level Agreement to extend the provision of those services in 2022 as well. In parallel, DG BUDG has put forward the idea of a Service Level Agreement for 2023 that could be used with other EU Institutions, agencies and bodies covering all aspects of SEDIA, including the REA validation services.

## ii. Expert Management and Support Services

REA provides expert management and support services to EU bodies implementing Horizon Europe and selected other programmes. These services include:

- Planning and support for publication of calls for proposals;
- General logistical support for the proposal evaluations, including the management of the evaluation facility; and
- Contracting and payment of the independent experts who evaluate proposals.

The priorities for REA's expert management and support services in 2022 consist of the following:

- **Finalising the transition** to the new Multi-Annual Financial Framework and associated programmes;
- Supporting the CIC for the **testing and deployment** of new IT features and tools in view of the move to the Expert Common Services (ECS) platform;
- Implementing measures to allow for the **safe resumption of on-site expert activities** after the current public health situation;
- Onboarding of **new clients**.

The delayed entry into force of the Horizon Europe regulation caused disruption to call and evaluation planning. This was compounded by the major reorganisations that took place. The impact of these changes and delays will be felt in 2022, given that **some calls and evaluations could not be organised or completed in 2021**. A major priority will therefore be finalising the transition, including:

- Providing training and support to colleagues in new functions across the expert management business;
- Adapting to the new regulatory, operational, and administrative environment, specifically the new rotation rules, new types or categories of experts (such as those for the RFCS) and, as detailed below, the new contract and workflows foreseen for deployment by DG RTD in 2022;
- Ensuring experts are familiar with the changes between programmes;
- Negotiating and agreeing the call planning for 2023-24.

The impact of the delayed entry into force of the Horizon Europe programme is most evident in the **budget forecast for 2022**; the figure of EUR 68 million for evaluators is around EUR 15 million higher than in previous years. This is offset by the reduced budget in 2021, which was ultimately around EUR 15 million lower than expected.

The CIC, as in previous years, continues to move forward with the **development and deployment of new features for ECS**. 2022 is expected to see the launch of the new Project Monitor workflows, foreseen as a pilot for the Evaluator workflows. This will be accompanied by the publication of a new version of the Experts' Model Contract; providing support for the development of these modules, as well as monitoring for potential issues with their implementation, will be major priorities for 2022.

A return to on-site activities is another major priority for 2022; a partial, if not general, **reopening of the evaluation facility** is foreseen from April 2022. New management modalities, currently under development, will be deployed with a view to ensuring the safety and wellbeing of external visitors to REA's premises, in particular those invited in an expert capacity.

Another main priority for 2022 is the **extension of services to new clients**. The creation and launch of the Smart Networks and Services Joint Undertaking adds another new client to REA's portfolio.

Additional issues that will be monitored and managed in 2022 include the following:

- **revision of Commission Decision C(2007)585814 on the reimbursement of experts**, including communication to experts and implementation in the IT systems;
- **finalisation of the pilot for a risk-based approach to process expert payments** to partially automate the processing of cost claims.

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[14] Commission Decision C(2007)5858 : Rules on the reimbursement of expenses incurred by people from outside the Commission invited to attend meetings in an expert capacity.

# PART 4. Modernising the administration: main outputs for the year

This part is structured around REA's long term **objectives** in the following areas:

- Human resource management;
- Sound financial management;
- Fraud risk management;
- Digital transformation and information management; and
- Sound environmental management.

For each area, the **priorities and challenges** for the coming year are summarised. The related long term objectives, with their respective indicators, and the list of specific outputs planned for 2022 are presented as performance tables in Annex 1.

The **internal control framework**[15] supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

REA has established an internal control system tailored to the nature of its core business tasks. The effective functioning of the agency's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

REA continues to **work with other executive agencies in order to achieve further synergies** in performing horizontal support tasks. The following sections mention several examples of this ongoing cooperation.

## A. Human resource management

In 2022, REA's **staffing** will slightly increase to up to 897 staff members from 885 in 2021, in line with the multi-annual staffing programming for REA's mandate 2021-2027. Throughout 2022, REA's selection and recruitment activities will be focused on reaching the objective of full staffing by the end of 2022. Based on the identified business needs, new selections were launched in the last quarter of 2021, which will provide new reserve lists to maximise the recruitments, especially in the second semester of 2022.

In addition to the large **training** offer by DG HR, the European School of Administration, and the CIC that is available to REA staff, the Agency will organise specific training sessions for programme implementation and operational matters. Priority will also be given to actions supporting staff with developing their job-related skills according to the REA

[15] Communication C(2017)2373 - Revision of the Internal Control Framework

training paths. Moreover, a range of other relevant learning and development actions will be organised, such as teambuilding events, training on management, leadership, diversity & inclusion, and the new inter-agency Women Talent Programme. To facilitate the adaptation to the new hybrid working environment and evolving collaborative working methods, specific training offers are planned.

REA participates in the working group of executive agencies on **gender equality** matters. This group regularly reports to and interacts with representatives of REA's parent DGs and DG HR. REA strives to reach the corporate objective of 50% female management representation in 2024, starting from a 45% share at the end of 2021.

REA will ensure the appropriate follow-up of the results of the 2021 **staff satisfaction survey**. Relevant actions will be defined in a participatory manner involving staff and staff committee representatives.

REA will update its **HR strategy** in alignment with the new Commission HR strategy that has been announced for early 2022 and will focus on job attractiveness, recruitment and selection, careers, and HR processes.

In **collaboration with the other executive agencies**, REA will pursue the ongoing work on harmonisation and possible simplification of the different steps of selection procedures. The Agency, in close cooperation with the other executive agencies, will continue to further develop its social dialogue practices, notably by engaging in regular exchanges with the staff committee and with trade unions.

## B. Sound financial management

### REA participation in measures at R&I family level

**Ex-ante controls** are rigorously implemented for each transaction (commitments and payments). Ex-ante control measures are in place for Horizon 2020 and Horizon Europe. They are tailored to the different forms of costs and combine trust-based baseline checks and risk-based targeted controls. The CIC will work with all R&I family services and the European Court of Auditors to:

- **further strengthen the common ex-ante control approach** in light of further error reduction.
- **design a consolidated control strategy for Horizon Europe**.

Given the results of the audit campaign up until 2020, and the observations made by the European Court of Auditors in its 2018 and 2019 Annual Reports, the CIC, in close cooperation with DG BUDG, the Secretariat-General and the Internal Audit Service (IAS), has defined and started implementing **an action plan, which aims to reduce further the multiannual error rate of Horizon 2020**, and pave the way for a **simpler** and, to the furthest extent possible, an **error-free Horizon Europe**. Actions include further

simplification, increased used of simplified forms of funding (including lump sums and unit costs), and focused communication campaigns to more "error-prone" types of beneficiaries with higher than average error rates, such as small and medium enterprises(SMEs) and newcomers. By focusing on the most common errors, these events are short and simple, reaching more participants and achieving higher impact.

**REA is closely collaborating with the CIC** in developing and delivering the measures described above. It should be noted that, although the start of the implementation of these actions will be immediate, their positive effect in the form of reducing the multiannual error rate may take time to materialise.

In the context of further reducing the error rates, REA will make an important contribution to the CIC's examination of existing tools for ex-ante controls by continuing to participate actively in the *R&I family services Network of Ex-ante Control practitioners* (RINEC). The CIC will examine the **existing tools for ex-ante controls**. The CIC will carry out a consultation with the stakeholders in order to collect their views on what improvements should be developed in the grant management risk module or via additional business activity monitoring reports.

As concerns the use of **simplified forms of costs**, the Horizon 2020 lump sum pilot will continue in 2022. The interim report on the assessment of this pilot has led to the decision to increase the use of lump sum project funding under Horizon Europe, starting with calls under the 2022 work programme and onwards. In addition, the Commission envisages to introduce two unit cost options for personnel costs in 2022 once the methodology for implementation is finalised. (For further information please see the section in Part 3 on *Challenges affecting REA's project management activities in 2022*). REA will collaborate with the CIC in developing guidelines for participants and project officers.

### Additional REA actions

In 2022 REA will focus on ensuring the **smooth start of grant management for Horizon Europe**. Due to the timing of the calls, 2022 will see grant preparation launched for the first time in Horizon Europe for most units. Therefore, it is important that all actors in the financial circuit are aware of the changes compared to Horizon 2020.

As it concerns the newly managed AGRIP scheme, at present REA will continue to implement the strategy developed/reviewed by the Consumers, Health, Agriculture and Food Executive Agency (CHAFEA) with an aim to audit three beneficiaries in 2021. A more detailed **audit strategy** will be developed before the end of 2022 on the basis of the results of the first audits and the identified risks (particularly in relation to sub-contracting).

Similarly to AGRIP, REA will develop a detailed audit strategy for the RFCS scheme in due course, together with the Common Audit Service that is charged with carrying out the audits. Until then, the strategy developed by DG RTD will continue to be implemented, with an aim to audit six cost claims from three beneficiaries each year. Based on the results and the identified risks, this will be reviewed before the end of 2022.

In addition, the **IAS audit** on the implementation of Horizon 2020 grants' ex-post audit findings recommended changes to current practices.

## C. Fraud risk management

The **R&I family Anti-Fraud Strategy (RAFS)**, agreed by the CIC Executive Committee, addresses fraud risks shared by the various bodies implementing research framework programmes. Common communication activities, training for operational staff, intelligence analysis and risk-based audit preparation and selection ensure a consistent and efficient approach. REA takes an active part in the development and the implementation of the RAFS, through its participation in the Fraud and Irregularity in Research (FAIR) Committee.

**REA has developed and implemented its own anti-fraud strategy** since 2011, on the basis of the methodology provided by OLAF. It was last updated in October 2019 following the adoption of the updated Commission Anti-fraud Strategy in April 2019 and its next update is expected during 2022. The main purpose of REA's anti-fraud approach is to translate the strategic priorities into operational measures which address risks that are particularly relevant for the operations managed by REA. Awareness-raising remains the main preventive measure.

The forthcoming **update of the REA anti-fraud approach in 2022** will take into account the Horizon Europe programme and the new structure of the Agency resulting from the newly delegated programmes. This notably concerns the fraud risk assessment and the compendium of red flags, to be updated also taking into account OLAF's REA cases.

## D. Digital transformation and information management

### Data management and security

REA mainly uses **EC corporate business processes and IT systems** (eGrants and eProcurement IT tool suites) for programme implementation, and fully participates in their respective governance structures (Common Implementation Centre, Steering Committees, User Groups, etc.).

For the development (where necessary) of its own **local IT systems and for the set-up of its IT infrastructure**, due consideration is given to the EC Digital Strategy (C(2018)7118) such as its digital by default, security and privacy, interoperability, and user-centric principles. To implement these principles, REA follows the EC IT Governance and uses the EC Digital Strategy handbook for the follow-up of their implementation. In addition, an indicator has been set-up for the degree of implementation of the Digital Strategy principles. IT development and procurement choices will be subject to pre-approval by the European Commission Information Technology and Cybersecurity Board.

In terms of **Data Management**, the Agency will follow the EC data governance and data policies. The REA data governance will be set-up in 2022, led by the Local Data Correspondent, and should be composed of the Local Security Officer, the Local Informatics

Security Officer, the Data Protection Officer, the Document Management Officer and the Information Resource Manager.

For its local IT systems, REA collects data from the corporate systems (Horizon system, ABAC, COMREF, etc.). It creates and stores new datasets only when necessary. REA will apply a 'privacy-by-design' approach and the 'need-to-know' principle as regards access to local systems and data, while ensuring implementation of the **data protection and cybersecurity** related rules. In this respect, for its main IT system (OMEGA) REA ICT implements a security plan using the IT Security Risk Management (ITSRM) methodology. For the future IT developments, REA will implement the security-by-design principle.

During 2022, REA will proceed with the **decommissioning** of the ELP, PROMIS and CIFUS tools. The other IT systems are continuously maintained and updated with the latest security and technology updates.

Finally, REA is **promoting the interoperability of corporate and local tools** within the Agency and encouraging the collaboration with other entities (*inter alia* other executive agencies) in the development and sharing of applications (e.g. OMEGA, Presence Recording tool, ICM, etc.).

Throughout 2022, REA will continue to promote M365 as one of the major collaborative tools. REA will reinforce the knowledge management on M365 with the different networks and the REA M365 champions.

### Protection of personal data

Data protection activities are carried out in REA by the REA Data Protection Office (DPO) i.e. the Data Protection Officer and her Deputy, in close collaboration with the data controllers and delegated data controllers, assisted by Data Protection Contact Persons in each unit. [16] Furthermore, the REA DPO participates in and contributes to the coordination work among Executive Agencies' Data Protection Officers and the Commission services in order to ensure synergies and consistency in data protection matters.

In 2022, the Agency will continue to **develop or improve its internal procedures** and processes with regard to data protection, in particular for the

- issuing of data protection notice for specific events;
- handling of the data subjects' requests;
- data retention policy (in close collaboration with the Task Force on Elimination and Retention Safeguards).

[16] With the DPO implementing rules (adopted by REA Steering Committee decision of 13 October 2021), the role of delegated controller within REA has been reinforced and Data Protection Contact Persons (DPCP) have been appointed.

REA will also develop **further guidance** for the organisation of external events and the handling of data breaches and transfers of personal data outside of the EU/European Economic Area (EEA).

Increasing the **general and specific data protection knowledge and capacity of staff** is key in making the abovementioned developments actually work. General awareness of staff is monitored by a dedicated indicator set in Annex 1 part D, but specific attention will be given to the newcomers joining the Agency since the start of the new mandate and to the data controllers and their delegates with regard to the processes mentioned above.

Another point of attention in 2022 consists in verifying whether the role assigned to REA (sole controller, joint controller, processor, recipient etc.) under its processing activities is appropriate. If so, **joint controllership** arrangements will be created together with consequent revisions to contracts/agreements/memoranda.

## E. Sound environmental management

Services of the Commission and executive agencies take account of their environmental impact in their actions and actively promote measures to reduce the related day-to-day impact of the administration and its work, with the support of their respective Eco-Management and Audit Scheme (EMAS) Correspondents/EMAS Site Coordinators.

REA's formal EMAS registration is proceeding as planned, and it is to be completed in due time. The Agency is very much committed towards a more sustainable work environment and is looking forward to the Action Plan, which will be derived from the upcoming EC Communication. REA underlines its full commitment to the implementation of the Action Plan to become climate neutral by 2030. This will include the promotion of EMAS corporate campaigns at local level and the setting up of practical actions/initiatives covering daily activities as well as longer-term operations. REA reserves itself the right to update the actions listed in the corresponding section of Annex 1 in the light of the EC Communication.

REA will continue its close collaboration with the other executive agencies (particularly those in the COV/E building), as well as with relevant EC services in order to foster synergies and maximise the impact of the planned activities.

Among the different initiatives, REA has expressed its interest to take part in the Digital Solutions Modernisation Plan (DSMP)/ Paperless cluster led by DG DIGIT. Moreover, following up on the introductory webinar on Green Public Procurement (GPP) (17/11/2021), REA will organise more targeted initiatives on procurement of "green items". REA staff already has access to the GPP Helpdesk via two appointed contact points.

REA equally encourages its external stakeholders to run their operations in more eco-friendly manner by sharing good practices in the regular briefings to beneficiaries.

The list of local activities planned for 2022 and related indicators and targets is in Annex 1. It is worth highlighting that revisiting strategies for staff travelling and for re-balancing the share between remote and central evaluations are expected to provide significant contributions to reducing greenhouse gas (GHG) emissions.

Considering the nature and scope of the planned activities, the list could be redesigned/adjusted during the year, in function of the future evolution of the Covid-related restrictive measures.

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

The **cost-benefit analysis** that was conducted to support the delegation of the management of activities to executive agencies[17] calculates the number of staff allocated to agencies for 2021-2027 based on targets for efficiency gains through economies of scale of at least 26%. This means that the workload per staff member will increase considerably in the coming years.

In order to handle the increasing workload, **REA reviewed the tools, procedures and processes that the Agency uses**, whether established at Commission level or internally, late 2020 and early 2021. Colleagues from other executive agencies and from the CIC of DG RTD were involved in this analysis. The analysis resulted in two strands of proposed measures to generate efficiency gains: 1) those to be implemented internally; 2) those that required approval and implementation at corporate level.

Concerning the first strand, the REA review **identified 20 internal changes leading to greater efficiency.** Among those, in 2022, REA will improve the tools and methodology for certain checks of project deliverables, to ensure that they deal effectively and proportionately with the connected risks. Units implementing the MSCA will continue their work to better coordinate their operational activities and exchange good practice.

Concerning the second strand, which goes beyond REA and concerns the whole R&I family, **executive agencies worked in partnership with the CIC to define a set of agreed actions**. These actions have the potential to offer efficiency gains in the processes and IT tools for the submission and evaluation of proposals and the management of grants. Many of these actions have been included in the CIC IT work plan for 2022-23, while REA is assisting the preparation of the other improvements through its participation in IT key user groups.

**REA is following closely the implementation** of both the internal and external action plans, whose roll-out is expected to have a visible impact as of 2022.

[17] Staff Working Document SWD(2021)20 accompanying the Communication to the Commission C(2021) 946 of 12.2.2021

# ANNEX 1: Performance tables

## Delivering on the Commission's priorities: main outputs for the year

## A. Implementation of Horizon Europe – Excellent science – Marie Skłodowska-Curie Actions (MSCA) and predecessor actions (DG EAC)

**General objective:**
**EUROPE FIT FOR THE DIGITAL AGE**
**Specific objective:**
**DG EAC 2.3 - Through the Horizon 2020 Marie Skłodowska-Curie Actions, promote excellence in research, generate innovation and strengthen skills, training and career development for researchers notably through excellent international doctoral networks**
**From 2020-2024 Strategic Plans**

**Main outputs in 2022:**

| **Horizon Europe** | | |
|---|---|---|
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 8 (2 REA trainings for MSCA NCPs on Horizon Europe, 2 MSCA cluster events, 1 DN 2021 coordinators day, 1 Staff Exchange coordinators day, 1 COFUND coordinators day, 1 event for Postdoctoral Fellowships researchers) |
| Calls for proposals | Number of calls | 7* |
| Evaluation sessions | Number of sessions | 6** |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | 11 481 |
| Number of grants signed | Number of grants | 1 697 |
| Procedures for selection by the Commission (where necessary) | Number of procedures | 15 |
| Pre-financing payments | Number of payments | 873 |
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | N/A |
| **Horizon 2020** | | |
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme (organised by REA) | Number of events co-organised by REA | 1 (H2020 ITN-EID Cluster networking event) |
| Number of grants signed | Number of grants | 10 |
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |

| | | |
|---|---|---|
| Pre-financing payments | Number of payments | 709 |
| Interim payments/progress reports | Number of payments | 400 |
| Final payments/final reports | Number of payments | 1 389 |

* *Two additional 2022 calls will be launched in 2022 but will be closed only in spring 2023, therefore they will be counted in the next year AWP 2023*

***The ERA Fellowships call will be evaluated within the Postdoctoral fellowships call, there will be no separate evaluation (therefore there are only 6 evaluation exercises while the number of calls is 7).*

## B. Implementation of Horizon Europe – Excellent science – Research infrastructures and predecessor actions (DGs RTD, DG CNECT)

**General objective:**

**EUROPE FIT FOR THE DIGITAL AGE**

**Specific objectives:**

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

**DG CNECT 2 A European single market for data where data can flow for the benefit of all and where the rules for access and use of data are fair, practical and clear**

**From 2020-2024 Strategic Plans**

**Main outputs in 2022:**

**Horizon Europe**

| **Output** | **Indicator** | **Target** |
|---|---|---|
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 1 (info day) |
| Calls for proposals | Number of calls | 4[18] |
| Evaluation sessions | Number of sessions | 4[19] |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | 122 |
| Number of grants signed | Number of grants | 60 |
| Procedures for selection by the Commission (where necessary) | Number of procedures | 16 |
| Pre-financing payments | Number of payments | 62 |

[18] INFRA DEV-02 and the following calls that have a common deadline (20.04.2022) : INFRA-2022- DEV-01, INFRA-2022-EOSC-01, and INFRA-2022- TECH-01

[19] An evaluation session for each of the following: INFRA DEV-02, INFRA-2022- DEV-01, INFRA-2022-EOSC-01, and INFRA-2022- TECH-01

| | | |
|---|---|---|
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | N/A |
| **Horizon 2020** | | |
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme (organised by REA) | Number of events co-organised by REA | N/A |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | N/A |
| Number of grants signed | Number of grants | N/A |
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |
| Pre-financing payments | Number of payments | N/A |
| Interim payments/progress reports | Number of payments | 76[20] |
| Final payments/final reports | Number of payments | 48 |

[20] Figure may be subject to change further to the requests for extension related to COVID19 pandemic.

## C. Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 2: culture, creativity and inclusive society, and predecessor actions (DGs RTD, EMPL, EAC)

**General objectives:**

**AN ECONOMY THAT WORKS FOR PEOPLE**

**A NEW PUSH FOR EUROPEAN DEMOCRACY**

**Specific objectives:**

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

**DG RTD 6.1: European research and innovation support citizens' involvement, social inclusion and equalities in Europe, including through communication of the European research and innovation added value**

**DG EAC 2.1 - Increase the use of digital technologies for teaching and learning to support both quality and inclusive education**

**DG EAC 2.2 - Invest in the development of digital skills for all**

**DG EAC 3.1 - Ensure effective and efficient European cooperation and develop optimised strategic investments for modernised, high quality education and training systems fostering EU social cohesion and economic**

**DG EAC 5.6 - With the support of the Creative Europe programme, promote European cooperation on cultural and linguistic diversity**

**DG EAC 4.1 - Promote and strengthen international cooperation in the fields of education, training, youth, sport, culture, and research and innovation**

**DG EAC 6.1 – Provide European young people opportunities to participate in civic society and democratic life**

**DG EMPL 2.1 – A digitally skilled workforce**

**DG EMPL 3.1 – Effective support to Member States in their structural reforms and investments in the context of the European Semester**

**DG EMPL 3.3 – Decent and safe working conditions for all**

**DG EMPL 3.5 – Greater social fairness and more effective social protection**

**DG EMPL 5.1 – A skilled workforce to master the green and digital transition**

**DG EMPL 5.2 – Vocational education and training effectively addresses the labour market needs and prepares people for the green and digital transition**

**From 2020-2024 Strategic Plans**

| Main outputs in 2022[21]: | | |
|---|---|---|
| **Horizon Europe** | | |
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 2 (info days) |
| Calls for proposals | Number of calls | 4 |
| Evaluation sessions | Number of sessions | 2 |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | 600 |
| Number of grants signed | Number of grants | 138[22] |
| Procedures for selection by the Commission (where necessary) | Number of procedures | 10 |
| Pre-financing payments | Number of payments | 65[23] |
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | N/A |
| **Horizon 2020** | | |
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme (organised by REA) | Number of events organised by REA | 9 |
| Evaluation sessions | Number of sessions | N/A |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | N/A |
| Number of grants signed | Number of grants | N/A |
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |
| Pre-financing payments | Number of payments | 4 |
| Interim payments/progress reports | Number of payments | 68 (including *Other Action 9* of the Green Deal call) |
| Final payments/final reports | Number of payments | 48 (including *Other Action 9* of the Green Deal call) |

[21] The estimates cover the eGovernment and Digital cultural heritage projects that are under the management of REA.

[22] Includes grants of 2021 call and 2022 call.

[23] As it is expected that most grants from the 2022 call will be signed shortly before the Time To Grant deadline of 20.12.2022, most pre-financing payments for those grants will take place in early 2023.

## D. Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 3: civil security for society, and predecessor actions (DGs RTD, HOME)

**General objectives:**

**A EUROPEAN GREEN DEAL**

**EUROPE FIT FOR THE DIGITAL AGE**

**A STRONGER EUROPE IN THE WORLD**

**PROMOTING OUR EUROPEAN WAY OF LIFE**

**Specific objectives:**

**DG RTD 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources**

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

**DG RTD 5.1: Regional research and innovation strategies and broader association policy contribute to promoting common European R&I values and creating a global Research and Innovation Space**

**DG HOME 5.1 Strengthened Internal Security**

**From 2020-2024 Strategic Plans**

**Main outputs in 2022:**

| **Horizon Europe** | | |
|---|---|---|
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 1 (info day) |
| Calls for proposals | Number of calls | 5 |
| Evaluation sessions | Number of sessions | 5 |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | 350 |
| Number of grants signed | Number of grants | 34 |
| Procedures for selection by the Commission (where necessary) | Number of procedures | 5 |
| Pre-financing payments | Number of payments | 34 |
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | N/A |

| **Horizon 2020** | | |
|---|---|---|
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | N/A |
| Evaluation sessions | Number of sessions | N/A |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | N/A |

| | | |
|---|---|---|
| Number of grants signed | Number of grants | N/A |
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |
| Pre-financing payments | Number of payments | N/A |
| Interim payments/progress reports | Number of payments | 51 |
| Final payments/final reports | Number of payments | 54 |

## E. Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 6: food, bioeconomy, natural resources, agriculture and environment, and predecessor actions (DGs RTD, AGRI, ENV)

**General objectives:**

**A EUROPEAN GREEN DEAL**

**A NEW PUSH FOR EUROPEAN DEMOCRACY**

**Specific objectives:**

**DG RTD 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources**

**DG RTD 1.3: Co-creation of Horizon Europe and its EU Missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality**

**DG AGRI 3: Enhance market orientation and increase competitiveness, including greater focus on research, innovation, technology and digitalization**

**DG AGRI 5: In line with the Farm to Fork Strategy, improve the response of EU agriculture to societal demands on food and health, including safe, nutritious and sustainable food, food waste, as well as animal welfare through the Common Agricultural Policy**

**DG RTD 6.1: European research and innovation support citizens' involvement, social inclusion and equalities in Europe, including through communication of the European research and innovation added value**

**DG ENV 1.1 - The EU economy is more circular and uses natural resources and products more sustainably**

**DG ENV 1.2 - :Biodiversity and natural ecosystems in the EU are put on the path to recovery by stepping up the protection and restoration of nature**

**DG ENV 1.3 - Citizens and natural ecosystems are better protected from environmental pressures and risks to health as a result of Europe's zero-pollution ambition and measures for a toxic-free environment**

**From 2020-2024 Strategic Plans**

**Main outputs in 2022:**

**Horizon Europe**

| Output | Indicator | Target |
|---|---|---|
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 1[24] |

[24] 1 info-day - joint event for the Cluster 6.

| | | |
|---|---|---|
| Calls for proposals | Number of calls | 13[25] |
| Evaluation sessions | Number of sessions | 18[26] |
| Individual proposals evaluated | Estimated number of proposals to evaluate | 1 060 |
| Grants signed | Number of grants | 304[27] |
| Procedures for selection by the Commission (where necessary) | Number of procedures | 25[28] |
| Pre-financing payments | Number of payments | 294 |
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | N/A |
| **Horizon 2020 – Societal Challenges (SCs) 2 & 5** | | |
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme (organised by REA) | Number of events co-organised by REA | 8[29] |
| Evaluation sessions | Number of sessions | N/A |
| Individual proposals evaluated | Estimated number of proposals to evaluate | N/A |
| Grants signed | Number of grants | N/A |
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |
| Pre-financing payments | Number of payments | 5 (SC2) |
| Interim payments/progress reports | Number of payments | 125(SC2); 52 (SC5) |
| Final payments/final reports | Number of payments | 80 (SC2); 14 (SC5) |

[25] The figure includes the launch of the MISSIONS 2022 and one IBA call.

[26] The figure includes the two separate evaluation sessions for the MISSIONS 2021 and 2022 calls.

[27] Grants of the 2021 calls will be signed only in 2022 and grants from the 2022 two stages calls will be signed in 2023.

[28] Units may prepare comitology procedures jointly.

[29] Three events for beneficiaries of the European Green Deal call and five for beneficiaries of SC2.

## F. Implementation of Horizon Europe – Widening participation and strengthening the European Research Area – Widening participation and spreading excellence (DG RTD)

**General objective: EUROPE FIT FOR THE DIGITAL AGE**

**Specific objective:**

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

**From 2020-2024 Strategic Plans**

**Main outputs in 2022:**

**Horizon Europe**

| Output | Indicator | Target |
|---|---|---|
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 5 |
| Calls for proposals | Number of calls | 4 |
| Evaluation sessions | Number of sessions | 5 |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | 1 020 |
| Number of grants signed | Number of grants | 172 |
| Procedures for selection by the Commission (where necessary) | Number of procedures | 2 |
| Pre-financing payments | Number of payments | 83 |
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | N/A |

**Horizon 2020**

| Output | Indicator | Target |
|---|---|---|
| Events to ensure successful implementation of the programme (organised by REA) | Number of events organised by REA | 1 |
| Evaluation sessions | Number of sessions | N/A |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | N/A |
| Number of grants signed | Number of grants | N/A |
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |
| Pre-financing payments | Number of payments | 1 |
| Interim payments/progress reports | Number of payments | 128 |
| Final payments/final reports | Number of payments | 27 |

## G. Implementation of Horizon Europe – Widening participation and strengthening the European Research Area – Reforming and enhancing the European R&I system (DG RTD)

**General objective:**
**EUROPE FIT FOR THE DIGITAL AGE**
**Specific objective:**
**DG RTD 2.2: The revitalised European Research Area sets directions for societal, economic and ecological transitions in Europe and contributes to spreading excellence, closing research and innovation gap and working out a common global response to emerging challenges**
**From 2020-2024 Strategic Plans**

**Main outputs in 2022:**

| **Horizon Europe** | | |
|---|---|---|
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 4 |
| Calls for proposals | Number of calls | 4[30] |
| Evaluation sessions | Number of sessions | 4[31] |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | 304 |
| Number of grants signed | Number of grants | 58 |
| Procedures for selection by the Commission (where necessary) | Number of procedures | 6 |
| Pre-financing payments | Number of payments | 44 |
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | N/A |
| **Horizon 2020** | | |
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme (organised by REA) | Number of events organised by REA | 1 |
| Evaluation sessions | Number of sessions | N/A |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | N/A |
| Number of grants signed | Number of grants | N/A |

[30] Call WIDERA-2022-ERA-01, two calls to Identified Beneficiaries, and call for prize WIDERA-RP-8-1
[31] An evaluation session for each of the following: WIDERA-2022-ERA-01, one for each of the calls to Identified Beneficiaries, and one for the prize WIDERA-RP-8-1

| | | |
|---|---|---|
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |
| Pre-financing payments | Number of payments | N/A |
| Interim payments/progress reports | Number of payments | 56 |
| Final payments/final reports | Number of payments | 40 |

## H. Implementation of the research programme of the Research Fund for Coal and Steel (DG RTD)

**General objective:**
**A EUROPEAN GREEN DEAL**
**Specific objective:**
**DG RTD 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources**
**From 2020-2024 Strategic Plans**

**Main outputs in 2022:**

**Current programme**

| **Output** | **Indicator** | **Target** |
|---|---|---|
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 12 |
| Calls for proposals | Number of calls | 3 |
| Evaluation sessions | Number of sessions | 4 (1 BTCS, 1 BTCC, 2 RFCS) |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | 280-300 (TTG deadline for these is in 2023) |
| Number of grants signed | Number of grants | 6-8 (RFCS 2021 call grants, TTG deadline is in July 2022) |
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |
| Pre-financing payments | Number of payments | 6-8 |
| Interim payments/progress reports | Number of payments | 52 |
| Final payments/final reports | Number of payments | 39 |

**Legacy programmes**

| **Output** | **Indicator** | **Target** |
|---|---|---|
| Final payments/final reports | Number of transactions | 9 |

# I. Implementation of the information provision and promotion measures concerning agricultural products, and predecessor actions (DG AGRI)

**General objectives:**
**A EUROPEAN GREEN DEAL**
**A STRONGER EUROPE IN THE WORLD**
**Specific objectives:**
**DG AGRI 5: In line with the Farm to Fork Strategy, improve the response of EU agriculture to societal demands on food and health, including safe, nutritious and sustainable food, food waste, as well as animal welfare through the Common Agricultural Policy**
**DG AGRI 9: Promote Europe's high quality agri-food standards worldwide (incl. strengthening the system of geographical indications)**
**From 2020-2024 Strategic Plans**

**Main outputs in 2022: GRANTS**

| **Under the multiannual financial framework 2021-2027** | | |
|---|---|---|
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA) | Number of events co-organised by REA | 1 |
| Calls for proposals | Number of calls | 2 |
| Evaluation sessions | Number of sessions | 15 |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | 220 |
| Number of grants signed | Number of grants | 30 |
| Procedures for selection by the Commission (where necessary) | Number of procedures | 1 |
| Pre-financing payments | Number of payments | 30 |
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | N/A |
| **Under the multiannual financial framework 2014-2020** | | |
| **Output** | **Indicator** | **Target** |
| Events to ensure successful implementation of the programme (organised by REA) | Number of events co-organised by REA | 1 |
| Evaluation sessions | Number of sessions | N/A |
| Number of individual proposals evaluated | Estimated number of proposals to evaluate | N/A |
| Number of grants signed | Number of grants | N/A |
| Procedures for selection by the Commission (where necessary) | Number of procedures | N/A |
| Pre-financing payments | Number of payments | N/A |
| Interim payments/progress reports | Number of payments | 57 |

| | | |
|---|---|---|
| Final payments/final reports | Number of payments | 19 |
| **Main outputs in 2022: PROCUREMENT** | | |
| **Under the multiannual financial framework 2021-2027** | | |
| **Output** | **Indicator** | **Target** |
| Number of promotional events outside the EU organised | Number of events | 10 |
| Number of on-going communication campaigns | Number of campaigns | 4 |
| Number of market research reports published | Number of reports | 5 |
| Number of open calls for tender published | Number of calls for tender | N/A |
| Interim payments/progress reports | Number of payments | N/A |
| Final payments/final reports | Number of payments | 4 |
| **Under the multiannual financial framework 2014-2020** | | |
| **Output** | **Indicator** | **Target** |
| Number of promotional events outside the EU organised | Number of events | 5 |
| Number of on-going communication campaigns | Number of campaigns | 6 |
| Number of market research reports published | Number of reports | 3 |
| Interim payments/progress reports | Number of payments | 15 |
| Final payments/final reports | Number of payments | 14 |

## J. Support tasks delegated to the Agency

REA provides support according to the Annex VIII of the Delegation Act.

### i. Participant management for grants/tenders and management of the Research Enquiry Service

| **General objective:**<br>**A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION**<br>**Specific objective:**<br>**RTD 7.1 - The Common Implementation Centre and Common Policy and Programming Centre provide user-friendly services and tools to the European Commission for effective and efficient planning, programming and implementation of the Research and Innovation Framework Programme and other EU programmes**<br>**From 2020-2024 DG Strategic Plans** | | |
|---|---|---|
| **Main outputs in 2022:** | | |
| **EU funding under SEDIA** | | |
| **Output** | **Indicator** | **Target** |
| Efficency indicator | *Indicator to be designed in 2022 according to IAS recommendations*[32] | TBD |
| **Tasks related to participant validation – legal validation** | | |
| Legal entity validation (for all EU funding programmes under SEDIA) | Number of validations | 10 000 |
| LEAR validation | Number of validations | 12 500 |
| Assessments of potential Universal transfer of rights and obligations (UTRO) cases | Number of validations | 450 UTROs |
| Requests for change or additional corrections* | Number of requests | 42 000 |
| Bank account validations | Number of validations | 10 000 |
| **Tasks related to participant validation – SME validation/mid-cap assessment/third country control assessment** | | |
| SME/mid-capitalisation validations | Number of validations | 250 |
| Third-country control assessments | Number of assessments | 780* * |
| **Tasks related to participant validation – preparation of financial capacity assessment** | | |
| Preparation of financial capacity assessment | Number of assessments | 7 000 |

[32] According to the action plan agreed with IAS, the indicator will be developed by end of April and the target will be determined for 2023 by November 2022.

| | | |
|---|---|---|
| **Tasks related to the management of Research Enquiry Service** | | |
| | | |
| Replies to RES questions (directly by the RES team, the service provider and the local helpdesks) | Number of replies | 11 000 |
| **Tasks related to Frequently Asked Questions in the Funding and Tenders Portal** | | |
| FAQs approved | Number of FAQ | 1 000 |

* Expressed in number of LEAR requests for updates of the participants' data, includes the ex-post verifications carried out by REA as well as other maintenance.

* * CEF2 not included.

## ii. Expert Management and Support Services

| | | |
|---|---|---|
| **General objective: :**<br>**A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION**<br>**Specific objective:**<br>**RTD 7.1 - The Common Implementation Centre and Common Policy and Programming Centre provide user-friendly services and tools to the European Commission for effective and efficient planning, programming and implementation of the Research and Innovation Framework Programme and other EU programmes**<br><br>**From 2020-2024 Strategic Plans** | | |
| **Main outputs in 2022: Horizon Europe** | | |
| **Output** | **Indicator** | **Target** |
| Validation of experts' legal entity and bank account files | Files are validated within 25 working days of the approval of the pool of experts. | 100% |
| Contracts signed with experts | Contracts are signed within 10 calendar days of the launch of the contract signature process. | 100% |
| Payments made to experts | Payments are made within 30 calendar days of the receipt of the cost claim from the expert. | 100% |

Additional outputs are as follows:

| | | |
|---|---|---|
| **Tasks related to Expert Management Services:** | | |
| Number of expert contracts signed – expert evaluators | 22 000 | EUR 65m (single budget line - |

| | | |
|---|---|---|
| Number of expert contracts signed – expert monitors[34] | 2 250 | expert evaluators[33])<br>+<br>EUR 3.3m (expert monitors)<br>=<br>EUR 68.3m |
| Number of payments | 29 000 | |
| Number of LE/BA validations for experts | 6 500 of each | |
| Number of Pool approvals | 750 | |
| **Tasks related to Expert Support Services:** | | |
| Number of calls finalised in the Call Passport System | | 600 |
| Number of evaluations supported on-site | | 120 |
| Number of expected proposals evaluated[35] | | 67 500 |
| Number of expected expert weeks on-site[36] | | 6 000 |
| Number of expected remote expert weeks[37] | | 155 000 [38] |

## K. External communication

| **General objective: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION** | | |
|---|---|---|
| **Main outputs in 2022:** | | |
| **Horizon Europe, Research Fund for Coal and Steel, Promotion of agricultural products** | | |
| **Output** | **Indicator** | **Target** |
| Reach on the website<br>(source: Europa Analytics) | Total average page views per month | 20 000 |
| Reach on social media<br>(source: social media statistics) | Twitter total annual impressions<br><br>LinkedIn total annual impressions | 5 million<br><br>1 million |

[34] These are included in the budget line for each activity, and are limited to actions managed directly by REA.

[33] There is one single budget line for expert evaluator payments.

[35] Based on the estimation provided by the Call Coordinators.

[36] Based on the estimation provided by the Call Coordinators.

[37] Based on the estimation provided by the Call Coordinators. For example, if a Call Coordinator indicates that 250 experts will work remotely over four weeks for a particular evaluation, the calculated number of experts expected to be supported remotely is 1,000.

[38] Based on the estimation provided by the Call Coordinators.

# Modernising the administration: main outputs for the year

## A. Human resource management

**Objective:** REA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the agency's priorities and core business.

**Indicator 1[39]: Number and percentage of first female appointments to middle management positions[40]**

**Source of data**: DG HR (12.02.2021)

| **Baseline (female representation in middle management positions)** (01/11/2021) | **Final Target** 50% in 2024[41] |
|---|---|
| 45% | **2022 Target** min 45% |

**Indicator 2: REA staff engagement index**

**Source of data:** DG HR

| **Baseline** 2018 European Commission Staff Survey | **Target** 2022 European Commission Staff Survey |
|---|---|
| 69% | Equivalent result to the EC average |

**Main outputs in 2022:**

| **Output** | **Indicator** | **Target** |
|---|---|---|
| Executing the planned staffing of the Agency | Occupation rate of the establishment plan | >97.5% by 31.12.2022 |
| Ensuring that all staff concerned have attended the training sessions that are mandatory for all/many staff[42] | Percentage of REA staff in the population for whom the training is mandatory who have participated | >90% |

[39] Seconded middle managers are part of the seconding DGs' staff: The responsibility for achieving the targets is at DG level. The Agency is responsible for providing a regular overview to its parent DGs and to DG HR of the gender representation in middle management within the Agency and coordinate between them.

[40] The functions of head of unit and head of department are hereby defined as middle management functions.

[41] DG HR communicated this target, as well as the 2020 status and 2021 forecast for REA, to executive agencies and their parent DGs on 12.02.2021

[42] Specifically, the training on Ethics & integrity (all staff concerned), Introduction to fraud prevention and detection (all finance and programme management staff, as defined in REA's Training Path Grids document), and GoFund (all grant management staff, as defined in the aforementioned document),

| | | |
|---|---|---|
| Supporting selection panel members through relevant professionalisation training | REA selection panels in 2022 with at least one panel member trained in competency based interviewing methods | 100% |

## B. Sound financial management

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

**Main outputs in 2022:**

| Output | Indicator | Target |
|---|---|---|
| Effective controls: Legal and regular transactions | Risk at payment | Remains < 2 % of relevant expenditure |
| | Estimated risk at closure | Remains < 2 % of relevant expenditure<br>*N.B. The targets per programme for the residual error rate in financial transactions are part of REA KPI4 and are therefore listed in Part 2 of this document.* |
| | Implementation of H2020 audit findings. *[Indicator likely to be redesigned/redefined in 2022 according to IAS recommendations]* | *[Target will be set during 2022 according to the new definition]* |
| | Implementation of H2020 extensions of audit findings *[Indicator likely to be redesigned/redefined in 2022 according to IAS recommendations]* | *[Target will be set during 2022 according to the new definition]* |
| Effective controls:<br>Safeguarded information | Number of security incidents with impact on the confidentiality, integrity or availability of ECS or PDM/URF systems | No reported incident is categorised as major |
| Efficient controls | Budget execution and time-to-pay | Remains 100% of operational payment appropriations and remains 100% of operational payments (in value) on time |
| Economical controls | Overall estimated cost of controls | Remains 2.74% of funds managed |

## C. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)[43] aimed at the prevention, detection and correction[44] of fraud

**Indicator: Implementation of the actions included in REA's anti-fraud strategy over the strategy's lifecycle**

**Source of data:** Action plan 2019 for implementing the REA anti-fraud approach

| **Baseline** 2019 | **Interim milestone** 2021 | **Target** 2022 |
|---|---|---|
| 0% of action points implemented | 86% of action points (12/14) implemented | 100% of action points (14/14) implemented |

| **Main outputs in 2022:** | | |
|---|---|---|
| **Output** | **Indicator** | **Target** |
| Anti-fraud training sessions (made compulsory within 1 year from entering the service) | No. of sessions to organise | 3 or more if necessary |
| EDES and bankruptcy trainings | No. of sessions to organise | 4 |
| REA Quarterly Reports "State of play of cases under OLAF investigation for serious irregularities" | Number of internal reports per year | 4 (2 are externalised to parent DGs) |
| REA internal manual setting up an anti-fraud procedure in REA | Publication of manual | 2022 |
| Update of the REA Anti-Fraud Approach | Publication of document | 2022 |
| Streamline the reporting on recoveries and sanctions stemming from implementation of OLAF reports and their financial impact | New reporting tool (database) | 2022 |

[43] Communication from the Commission "Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

[44] Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

## D. Digital transformation and information management

**Objective:** REA is using innovative, trusted digital solutions for better information management and administrative processes to become a truly digitally transformed, user-focused and data-driven Agency

**Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions**[45]

**Source of data**: REA

| **Baseline** (2021) | **Interim milestone** (2022) | **Target** (2024) |
|---|---|---|
| 60%<br>The most important REA IT tool has been evaluated: OMEGA[46] | 70% | 95% |

**Indicator 2: Percentage of REA's key data assets**[47] **for which corporate principles for data governance have been implemented**

**Source of data:** REA

| **Baseline** (2021) | **Interim milestone** (2022) | **Target** (2024) |
|---|---|---|
| Data governance and data policies will be put in place during 2021 | 50% (minimum two principles implemented out of four) | 80% (targeting 100%) |

**Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance**

**Source of data: REA**

| **Baseline** (2021) | **Interim milestone** (2022) | **Target** (2024) |
|---|---|---|

[45] The European Commission Digital Strategy (C(2018)7118): https://ec.europa.eu/transparency/regdoc/rep/3/2018/EN/C-2018-7118-F1-EN-MAIN-PART-1.PDF calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy.

[46] The full name of the IT tool is *Operational Management of E-Grants Activities*

[47] A key data asset is defined as any entity that comprises a source of data based on projects or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata. Commission key data assets have been documented in the data inventory Ares(2019)2586155.

| | | |
|---|---|---|
| 55% of REA staff attended an awareness raising session in either 2020 or in 2021 | 70% | 100% of staff in post for 6 months or longer |

| **Main outputs in 2022:** | | |
|---|---|---|
| **Output** | **Indicator** | **Target** |
| Actions to safeguard the data in REA-owned IT systems | Status of the security measures of the ECS and PDM systems | The security measures of the ECS and PDM/URF systems remain up-to-date:<br>• In 2021, penetration and vulnerability tests for PDM/URF were performed. In 2022, the actions resulting from the tests will be implemented in the system.<br>• Any security actions to take in follow-up of the 2022 ECS security plan and back office pilots will be implemented by the end of 2022. |
| Filing of HAN documents in order to retrieve information more easily and enlarge documents visibility. | % of registered documents filed in HAN files | >95% |

## E. Sound environmental management

**Objective: REA takes account of their environmental impact in their actions and actively promote measures to reduce the related day-to-day impact of the administration and its work and promote climate and biodiversity mainstreaming, with the support of their respective EMAS Correspondents.**

**Main outputs in 2022:**

| **I. MORE EFFICIENT USE OF RESOURCES (ENERGY, WATER, PAPER)** | | |
|---|---|---|
| **Output** | **Indicator** | **Target (2021 as baseline)** |
| Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG/service/EA's total energy consumption in collaboration with | No. staff informed | All staff informed |

| | | |
|---|---|---|
| OIB/OIL[48] where appropriate. | | |
| Participation in the end of the year energy saving action, by closing down DG/service/EA's buildings during the Christmas and New Year's holiday period. | YES/NO | YES |
| Staff awareness actions to reduce water use (for example ensuring that staff use the technical services hotline[49] to report leaks) in the framework of EMAS corporate campaigns and/or awareness raising actions about DG/service/EA's water consumption in collaboration with OIB/OIL where appropriate. | No. staff informed | All staff informed |
| Paperless working methods at DG/service/EA level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG/service/EA's office paper use in collaboration with OIB/OIL where appropriate. | No. staff informed | All staff informed |
| **II. REDUCING CO2, EQUIVALENT CO2 AND OTHER ATMOSPHERIC EMISSIONS** | | |
| **Output** | **Indicator** | **Target (2021 as baseline)** |
| Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff). | % of staff participating in VeloWalk | 30% increase of staff participating in VeloWalk |
| Analysis of DG/service/EA's | Completion of the review | Review completed |

[48] See OIB – Environmental Building Performances for Brussels and OIL- Environmental Building Profiles for Luxembourg.

[49] For example, for Brussels: Email: OIB-55555@ec.europa.eu and Tel: 55555 and for Luxembourg: Email: OIL-DISPATCHING-CENTRAL@ec.europa.eu and Tel: 32220.

| | | |
|---|---|---|
| missions trends /patterns (based on corporate EC-staff's professional trips (missions) data provided by HR.D.02), optimise and gradually reduce $CO_2$ emissions (e.g. by optimising the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative). | | |
| Encourage colleagues to replace on-site meetings with hybrid meetings; explore possible reductions in balancing the use of remote versus central evaluations involving experts recruited on a wide geographical basis | No. staff informed | All staff informed |
| Staff awareness on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data. | No. staff informed | All staff informed |
| **III. REDUCING AND MANAGING WASTE** | | |
| **Output** | **Indicator** | **Target (2021 as baseline)** |
| Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG/service/EA's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place). | No. staff informed | All staff informed |
| Promote the organisation of sustainable meetings and events (following the EC Guidelines for sustainable meetings and events). | No. staff informed | All staff informed |
| **IV. PROMOTING GREEN PUBLIC PROCUREMENT** | | |
| **Outputs** | **Indicator** | **Target (2021 as baseline)** |
| Staff awareness actions on the promotion of *"green items" among EC office supplies' catalogue* (for example, introduce a DG/EA-specific office supplies' catalogue, including only 100% | | |

| | | |
|---|---|---|
| “green items). | | |
| • A targeted follow-up webinar on GPP | No. relevant staff informed | All relevant staff informed |

# ANNEX 2 Resources: staff and budget

## Administrative budget

| Programmes | Title 1 (€ million) | Title 2 (€ million) | Title 3 (€ million) | Total | | | |
|---|---|---|---|---|---|---|---|
| | | | | EU Budget | EFTA/ EEA | Third countries contrib. | Grand Total |
| Marie Skłodowska-Curie Actions (EAC) | 20.64 | 3.84 | 0.58 | 24.40 | 0.65 | 0.00 | 25.06 |
| Cluster 2: Culture, Creativity and Inclusive Society | 4.14 | 0.77 | 0.12 | 4.89 | 0.13 | 0.00 | 5.02 |
| Cluster 3: Civil Security for Society (HOME) | 3.76 | 0.70 | 0.11 | 4.45 | 0.12 | 0.00 | 4.57 |
| Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment | 11.92 | 2.22 | 0.34 | 14.10 | 0.38 | 0.00 | 14.48 |
| Sharing Excellence | 5.27 | 0.98 | 0.15 | 6.23 | 0.17 | 0.00 | 6.39 |
| Reforming and enhancing the European R&I system | 1.62 | 0.30 | 0.05 | 1.92 | 0.05 | 0.00 | 1.97 |
| Research infrastructure | 2.04 | 0.38 | 0.06 | 2.42 | 0.06 | 0.00 | 2.48 |
| Agricultural promotion measures (AGRI) | 2.07 | 0.39 | 0.11 | 2.57 | 0.00 | 0.00 | 2.57 |
| Research fund for Coal and Steel (R&I) | 2.33 | 0.43 | 0.07 | 2.83 | 0.00 | 0.00 | 2.83 |
| Expert management & support | 6.51 | 1.21 | 6.08 | 13.59 | 0.21 | 0.00 | 13.80 |
| Central validation Service | 9.10 | 1.69 | 1.03 | 11.53 | 0.29 | 0.00 | 11.82 |

| Programmes | Title 1 (€ million) | Title 2 (€ million) | Title 3 (€ million) | Total | | | |
|---|---|---|---|---|---|---|---|
| | | | | EU Budget | EFTA/ EEA | Third countries contrib. | Grand Total |
| Management and administrative support | | | | | | | |
| Marie Skłodowska-Curie Actions | 1.89 | 0.35 | 0.05 | 2.23 | 0.06 | 0.00 | 2.29 |
| Cluster 2: Culture, Creativity and Inclusive Society | 0.38 | 0.07 | 0.01 | 0.45 | 0.01 | 0.00 | 0.46 |
| Cluster 3: Civil Security for Society | 0.34 | 0.06 | 0.01 | 0.41 | 0.01 | 0.00 | 0.42 |
| Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment | 1.08 | 0.20 | 0.03 | 1.28 | 0.03 | 0.00 | 1.32 |
| Sharing Excellence | 0.48 | 0.09 | 0.01 | 0.57 | 0.02 | 0.00 | 0.58 |
| Reforming and enhancing the European R&I system | 0.17 | 0.03 | 0.00 | 0.20 | 0.01 | 0.00 | 0.20 |
| Research infrastructure | 0.17 | 0.03 | 0.00 | 0.20 | 0.01 | 0.00 | 0.20 |
| Agricultural promotion measures | 0.18 | 0.03 | 0.01 | 0.21 | 0.01 | 0.00 | 0.22 |
| Research fund for Coal and Steel | 0.20 | 0.04 | 0.01 | 0.23 | 0.01 | 0.00 | 0.24 |
| Expert management & support | 0.53 | 0.10 | 0.01 | 0.63 | 0.02 | 0.00 | 0.64 |
| Central validation Service | 0.67 | 0.13 | 0.02 | 0.80 | 0.02 | 0.00 | 0.82 |
| Total | 75.50 | 14.04 | 8.85 | 96.14 | 2.25 | 0.00 | 98.39 |

## Human resources

| Programmes | Staff (EU budget) | | | | Staff from other fund sources | | Total all staff |
|---|---|---|---|---|---|---|---|
| | TAs | Of which seconded officials | CAs | Total staff EU budget | EFTA/ EEA | Third countries contrib. | |
| Marie Skłodowska-Curie Actions (EAC) | 68.34 | 9.74 | 182.38 | 250.72 | | 16.89 | 267.61 |
| Operational staff for MSCA | 62.05 | 7.58 | 168.26 | 230.31 | | 14.88 | 245.19 |
| Management and administrative support staff for MSCA | 6.30 | 2.15 | 14.11 | 20.41 | | 2.02 | 22.43 |
| Cluster 2: Culture, Creativity and Inclusive Society | 14.92 | 3.99 | 37.95 | 52.87 | | 0.78 | 53.65 |
| Operational staff for Cluster 2 | 13.66 | 3.56 | 35.12 | 48.78 | | 0.38 | 49.16 |
| Management and administrative support staff for Cluster 2 | 1.26 | 0.43 | 2.83 | 4.09 | | 0.40 | 4.49 |
| Cluster 3: Civil Security for Society (HOME) | 14.65 | 1.90 | 31.41 | 46.06 | | 2.71 | 48.77 |
| Operational staff for Cluster 3 | 13.51 | 1.51 | 28.84 | 42.35 | | 2.34 | 44.69 |
| Management and administrative support staff for Cluster 3 | 1.15 | 0.39 | 2.57 | 3.72 | | 0.37 | 4.09 |
| Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment | 43.50 | 7.26 | 102.82 | 146.32 | | 8.23 | 154.55 |
| Operational staff for Cluster 6 | 39.89 | 6.03 | 94.72 | 134.60 | | 7.08 | 141.68 |
| Management and administrative support staff for Cluster 6 | 3.62 | 1.24 | 8.10 | 11.72 | | 1.16 | 12.88 |
| Sharing Excellence (RTD) | 16.72 | 3.27 | 49.58 | 66.29 | | 1.99 | 68.28 |
| Operational staff for Sharing Excellence | 15.11 | 2.72 | 45.97 | 61.08 | | 1.48 | 62.56 |
| Management and administrative support staff for Sharing Excellence | 1.61 | 0.55 | 3.60 | 5.21 | | 0.51 | 5.72 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Reforming and enhancing the European R&I system (RTD) | 6.29 | 2.44 | 12.64 | 18.93 | | 2.35 | 21.28 |
| Operational staff for Reforming and enhancing the European R&I system | 5.73 | 2.25 | 11.38 | 17.12 | | 2.17 | 19.29 |
| Management and administrative support staff for Reforming and enhancing the European R&I system | 0.56 | 0.19 | 1.25 | 1.81 | | 0.18 | 1.99 |
| Research infrastructure | 5.29 | 2.44 | 18.64 | 23.93 | | 2.35 | 26.28 |
| Operational staff for Research infrastructure | 4.73 | 2.25 | 17.38 | 22.12 | | 2.17 | 24.29 |
| Management and administrative support staff for Research infrastructure | 0.56 | 0.19 | 1.25 | 1.81 | | 0.18 | 1.99 |
| Agricultural promotion measures (AGRI) | 5.27 | 2.13 | 21.52 | 26.79 | | 0.00 | 26.79 |
| Operational staff for Agricultural promotion measures | 4.61 | 1.90 | 20.04 | 24.65 | | 0.00 | 24.65 |
| Management and administrative support staff for Agricultural promotion measures | 0.66 | 0.23 | 1.48 | 2.14 | | 0.00 | 2.14 |
| Research fund for Coal and Steel (RTD) | 9.81 | 6.57 | 20.24 | 30.05 | | 0.00 | 30.05 |
| Operational staff for RFCS | 9.09 | 6.32 | 18.64 | 27.73 | | 0.00 | 27.73 |
| Management and administrative support staff for RFCS | 0.72 | 0.25 | 1.61 | 2.33 | | 0.00 | 2.33 |
| Expert management & support | 14.00 | 3.94 | 67.93 | 81.93 | | 1.70 | 83.63 |
| Operational staff for Expert management & support | 12.21 | 3.31 | 64.00 | 76.21 | | 1.12 | 77.33 |
| Management and administrative support staff for Expert management & support | 1.80 | 0.63 | 3.93 | 5.72 | | 0.58 | 6.31 |
| Central validation Service | 16.20 | 1.31 | 99.90 | 116.10 | | 0.00 | 116.10 |
| Operational staff for Central validation Service | 13.69 | 0.43 | 94.40 | 108.09 | | 0.00 | 108.09 |
| Management and administrative support staff for Central validation Service | 2.51 | 0.88 | 5.50 | 8.01 | | 0.00 | 8.01 |
| Total | 215.00 | 45.00 | 645.00 | 860.00 | | 37.00 | 897.00 |

## Delegated operational appropriations

Following the Internal Rules for the implementation of the EU General Budget of 2022, REA manages operational appropriations on the following budget lines. These budget lines co-delegated to REA are mainly used for grant management but can also contain procurement and other activities. They also include appropriations for experts.

Since 2016, REA uses a *single budget line* for the management of expert evaluators of the "Horizon" research framework-programmes (i.e. for "Horiron 2020" for the period 2014-2020 and for "Horizon Europe" for the period 2021-2027), namely the budget line 01 02 05 "*Horizontal operational activities*" in 2022. This *single budget line* simplifies the management of REA's activities for contracting and paying of expert evaluators of Horizon Europe, including for calls not delegated to the Agency (except EURATOM, Direct Actions and the ERC programmes for which the expert evaluators are not managed by REA). However, the expert reviewers/monitors remain, as previously, charged to the various budget lines for the delegated programmes.

The expert evaluators for the Joint Undertakings (JUs), the research programme of the Research Fund for Coal and Steel (RFCS) and the programme Promotion of agricultural products (aka AGRIP), are managed by REA using the relevant budget lines of the respective programmes or JUs.

It should be noted that the figures in the table below the best estimates and indicative. They are based on arrangements between REA, its Parent-DGs and DG BUDG. Since they are indicative, they may vary due to the following elements:

- The Work Programme 2021-2022 may provide for delegation of selected calls/topics to REA different from what was planned at the time of establishing the Draft Budget.
- The voted EU General Budget of 2022 (including the amending letters and amendments adopted by the Budgetary Authority) may be different from the Draft Budget and transfers of appropriations between the different co-delegated entities can occur until the year-end.

| Budget lines | | Commitment appropriations (€ million) | | | | | Payment appropriations (€ million) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | EU Budget* | EFTA/ EEA | FCA | Third countries contrib. | Total | EU Budget | EFTA/ EEA | FCA | Third countries contrib. | Total |
| **Horizon Europe - Pillar I "Excellent Science"** | | | | | | | | | | | |
| 01 02 01 02 | Marie Skłodowska-Curie Actions | 847.03 | 20.94 | | | 867.98 | 372.70 | 9.23 | | | 381.93 |
| 01 02 01 03 | Research infrastructures | 177.03 | 4.37 | | | 181.41 | 156.55 | 3.87 | | | 160.41 |
| **Horizon Europe - Pillar II "Global Challenges and European Industrial Competitiveness"** | | | | | | | | | | | |
| 01 02 02 20 | Cluster 'Culture, Creativity and Inclusive Society' | 246.88 | 6.10 | | | 252.98 | 103.39 | 2.55 | | | 105.94 |
| 01 02 02 30 | Cluster 'Civil Security for Society' | 123.75 | 3.06 | | | 126.81 | 113.57 | 2.81 | | | 116.38 |
| 01 02 02 40 | Cluster 'Digital, Industry and Space' | 16.00 | 0.40 | | | 16.39 | | | | | |
| 01 02 02 60 | Cluster 'Food, Bioeconomy, Natural Resources, Agriculture and Environment' | 922.09 | 22.78 | | | 944.87 | 831.24 | 20.53 | | | 851.77 |
| **Part "Widening Participation and Strengthening the European Research Area"** | | | | | | | | | | | |
| 01 02 04 01 | Widening participation and spreading excellence | 338.64 | 8.36 | | | 347.01 | 237.61 | 5.87 | | | 243.48 |
| 01 02 04 02 | Reforming and enhancing the European R&I system | 62.23 | 1.54 | | | 63.76 | 75.36 | 1.86 | | | 77.22 |
| 01 02 05 | Horizontal Operational Activities | 77.92 | 1.92 | | | 79.84 | 65.00 | 1.61 | | | 66.61 |
| **Pilot projects and preparatory actions** | | | | | | | | | | | |
| 01 20 01 | Pilot projects | | | | | | 0.25 | | | | 0.25 |
| **Agricultural Promotion Measures** | | | | | | | | | | | |
| 08 02 03 03 | Promotion of agricultural products - Multi-programmes and actions implemented by the Commission under direct management | 96.90 | | | | 96.90 | 109.43 | | | | 109.43 |
| **Research Fund for Coal and Steel** | | | | | | | | | | | |
| 01 20 03 01<br>01 20 03 02 | Research programme for coal and Steel | | | 111.00 | | 111.00 | | | 44.40 | | 44.40 |

*EU Budget includes C1, C4, C5 and C7

| Budget lines | | Commitment appropriations (€ million) | | | | | Payment appropriations (€ million) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | EU Budget* | EFTA/ EEA | FCA | Third countries contrib. | Total | EU Budget | EFTA/ EEA | FCA | Third countries contrib. | Total |
| **Legacy – previous research framework programme** | | | | | | | | | | | |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Marie Skłodowska-Curie actions (former 15 03 01 01) | | | | | | 237.51 | 5.01 | | | **242.52** |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Research infrastructures (former 09 04 01 02) | | | | | | 1.48 | 0.03 | | | **1.51** |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Research infrastructures (former 08 02 01 03) | | | | | | 60.50 | 1.28 | | | **61.78** |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 2 - Securing sufficient supplies of safe, healthy and high quality food and other bio-based products - (former 05 09 03 01) | | | | | | 90.11 | 1.90 | | | **92.02** |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 2 - Securing sufficient supplies of safe, healthy and high quality food and other bio-based products - (former 08 02 03 02) | | | | | | 51.07 | 1.08 | | | **52.15** |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 5 - Achieving a resource - and water - efficient and climate change resilient economy and society - (former 08 02 03 05 ) | | | | | | 82.22 | 1.73 | | | **83.95** |

| Budget lines | | Commitment appropriations (€ million) | | | | | Payment appropriations (€ million) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | EU Budget* | EFTA/ EEA | FCA | Third countries contrib. | Total | EU Budget | EFTA/ EEA | FCA | Third countries contrib. | Total |
| **Legacy - previous research framework programme** | | | | | | | | | | | |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 6 - Fostering inclusive, innovative and reflective European societies - (former 08 02 03 06) | | | | | | 39.09 | 0.82 | | | 39.91 |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 6 - Fostering inclusive, innovative and reflective European societies - (former 09 04 03 02) | | | | | | 9.32 | 0.20 | | | 9.51 |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 7 - Fostering secure European societies - (former 18 05 03 01) | | | | | | 62.17 | 1.31 | | | 63.49 |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 7 - Fostering secure European societies - (former 09 04 03 03) | | | | | | 9.29 | 0.20 | | | 9.48 |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Spreading excellence and widening participation - (former 08 02 04) | | | | | | 62.58 | 1.32 | | | 63.90 |
| 01 02 99 01 | Completion of previous research programmes (prior to 2021) H2020 - Science with and for society - (former 08 02 06) | | | | | | 10.26 | 0.22 | | | 10.48 |
| Total of operational appropriations managed by the Executive Agency | | | | | | 3,088.94 | | | | | 2,888.52 |