



Strategic Plan 2020-2024

DG RESEARCH AND INNOVATION

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INTRODUCTION

Research and innovation proved to be **among the most powerful of European policies to boost the Union's economies and competitiveness** at the global scale. With its ability to drive growth, to create up to 320,000 new highly skilled jobs by 2040 and to leverage approximately 11 euro of additional investments for each euro invested at the European level, **the R&I policy is an engine of the green and digital transitions on the continent** and stairways to 'the future we want'.

DG Research and Innovation will contribute to all **six headline ambitions of the von der Leyen Commission, as well as contributing to a modern, high performing and sustainable European Commission. The DG will** deliver important parts of **the recovery plan for Europe** based on **climate, digital, health and resilience**.

European research and innovation will remain **at the forefront of the common European response to the health, social and economic challenges brought with the global COVID-19 pandemic**. A strategic role of the policy for economic recovery and achieving climate neutrality by 2050 was highlighted by President Ursula von der Leyen: 'Combined with investments in research, innovation, science and technology, the Green Deal is Europe's new growth strategy'.

A modernised **European Research Area** and a **new EU R&I Framework Programme 'Horizon Europe'** with a more ambitious association policy and its key novelties - missions, partnerships and the European Innovation Council - will accelerate the achievement of our climate and digital goals, while strengthening Europe's global leadership and technological sovereignty.

Most of the R&I activities and measures will be **co-designed and co-created** with citizens and stakeholders, thus strengthening a common ownership of research and innovation policy and promoting the common research and innovation values. Throughout the whole reporting period, DG Research and Innovation will convene the yearly **European Research & Innovation Days**, the flagship policy forum, bringing together stakeholders, citizens and policy-makers to debate and shape the future research and innovation landscape.

Faced with long-term social and economic effects of the global pandemic, our vision remains unchanged: **a sustainable, safe, fair and prosperous future for people and planet**, based on solidarity and respect for common European values.

This vision is fully reflected in this Strategic Plan 2020-2024. The document is divided into two sections: Part 1 focuses on the DG's contribution to the Commission's headline ambitions, Part 2 highlights our role for achieving modern, sustainable and well performing European Commission, that serves the Union and its citizens.

THE R&I POLICY FOR ACCELERATING TRANSITIONS IN EUROPE

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

GENERAL OBJECTIVE 1: A EUROPEAN GREEN DEAL

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

GENERAL OBJECTIVE 2: A EUROPE FIT FOR THE DIGITAL AGE

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

GENERAL OBJECTIVE 3: AN ECONOMY THAT WORKS FOR PEOPLE

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

GENERAL OBJECTIVE 4: PROMOTING OUR EUROPEAN WAY OF LIFE

- ▶ **Specific objective 4.1:** Research and innovation develop and deploy solutions, technologies and innovations to tackle emerging threats and improve crisis preparedness
- ▶ **Specific objective 4.2:** Research and innovation support the European health initiatives, including the European plan to fight cancer

GENERAL OBJECTIVE 5: A STRONGER EUROPE IN THE WORLD

- ▶ **Specific objective 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

GENERAL OBJECTIVE 6: A NEW PUSH FOR EUROPEAN DEMOCRACY

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

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

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

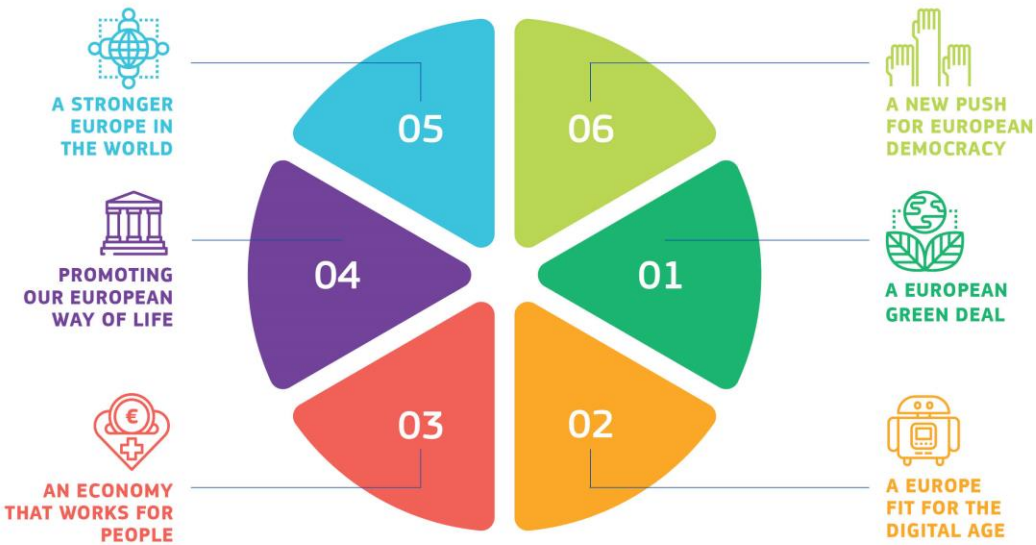
PART 1. Delivering on the Commission's priorities

A. Mission statement

The Directorate-General for Research and Innovation (DG Research and Innovation) defines and implements European research and innovation policy with the goal of reinforcing the scientific and technological base, promoting innovation and turning societal challenges into innovation opportunities. It contributes to the seven headline ambitions of the von der Leyen Commission.

Our mission is to design and implement research and innovation policies and programmes in collaboration with Member States, international partners, citizens, industry and other stakeholders. These policies and programmes, supported by investment and relevant regulation, will **deliver new knowledge and breakthrough innovation for the green and digital transformations** that leave nobody behind and help to accelerate the transition towards **a sustainable, safe, fair and prosperous future for people and planet**. We aim to have a high scientific, technological and societal impact, built on scientific evidence and strong input from citizens and industry. We operate in an ethically robust, effective and efficient manner and keep a strong focus on the European added value.

Targeted impacts for the von der Leyen political guidelines



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B. Operating context

Competences of the European Union

In line with the article 4(3) of the Treaty on the Functioning of the EU (TFEU), in the area of research and innovation ‘the Union and the Member States shall, in full mutual respect, assist each other in carrying out tasks’. The Union invests in research and innovation to address emerging challenges, to reach economies of scale, scope and speed, to strengthen the Union's scientific excellence, to create cross-border, multidisciplinary networks, to reinforce human capital and the structure of national research and innovation systems. This contributes to the increased global competitiveness of the Union and creates new opportunities for businesses and citizens.

Treaty obligations relevant to DG Research and Innovation

The European Research Area (ERA) is explicitly mentioned in Article 179 (1) TFEU, which raised the achievement of ERA to the level of a Union objective. The Treaty defines ERA as an internal market for research, in which researchers, scientific knowledge and technology can circulate freely. Article 182 (5) TFEU opens the possibility of adopting EU legislation for measures necessary for the implementation of ERA.

From the Mission Letter of Mariya Gabriel, Commissioner for Research, Innovation, Culture, Education and Youth:

‘Education, research and innovation will be key to our competitiveness and our ability to lead in the transition to a climate-neutral economy and new digital age. It is about equipping people with the knowledge, life experience and skills they need to thrive.’

Horizon Europe is based on the TFEU Titles ‘Industry’ and ‘Research and technological development and space’ (Articles 173, 182, 183 and 188).

As an outcome of the inter-institutional negotiations, the Specific Programme implementing Horizon Europe will be based on the TFEU Title ‘Research and technological development and space’(Article 182).

The European Institute for Innovation and Technology (EIT) derives from the ‘Industry’ title and will continue to be funded by a financial contribution from Horizon Europe.

The Euratom research and training programme is based on the Euratom Treaty chapter 1 concerning ‘Promotion of research’ (Articles 4 to 11).

The Programme is framed by the premise that research and innovation delivers on citizens’ priorities, boosts the Union’s productivity and competitiveness, and is crucial for sustaining our socio-economic model and values, and enabling solutions that address challenges in a more systemic way.

Changing environment

The year 2020 will mark the end of the current EU R&I Framework Programme Horizon 2020, which remains under the responsibility of DG Research and Innovation as the leading

service, along with eight other Directorates General (DG GROW, DG AGRI, DG MOVE, DG CNECT, DG EAC, DG HOME, DG ENER and the JRC), forming so called 'Research and Innovation family'. Moreover, DG Research and Innovation is responsible for the Euratom Research and Training programme (together with the Joint Research Centre) and the Research Fund for Coal and Steel (RFCS).

Horizon 2020 will be replaced by its even more ambitious successor **Horizon Europe for 2021-2027**. Its unique measures and modern governance will allow all the headline ambitions of the von der Leyen Commission to be served.

Horizon Europe is fully in line with the Commission's priorities as set out in its Agenda for Jobs, Growth, Fairness and Democratic Change and global policy priorities (the Sustainable Development Goals). It supports the agenda of the Union post-2020 as agreed in the Rome Declaration of 25 March 2017.

The Horizon Europe package consists of:

1. A Framework Programme for Research and Innovation entitled 'Horizon Europe', including laying down its rules for participation and dissemination,
2. A specific programme to implement 'Horizon Europe',
3. A Research and Training Programme under the Euratom Treaty complementing Horizon Europe, along with the
4. Associated impact assessment and legal financial statements.

A specific programme on defence research is proposed to be established by Regulation .../.../EU of the European Parliament and the Council establishing the European Defence Fund for the period 2021-2027.

The package merges two current legal acts (the Framework Programme and the Rules for Participation and Dissemination) into a single legal act and makes a number of improvements in terms of simplification.

Horizon Europe will strengthen the Union's scientific and technological bases in order to help tackle the major global challenges and contribute to achieving the Sustainable Development Goals (SDGs). It will support the ecological, economic and societal transitions in Europe and deliver on the Union's strategic priorities. It will also support the development and implementation of other Union policies. In a swiftly changing world, Europe's success increasingly depends on its ability to transform excellent scientific results into innovation that have a real impact on our economy and quality of life, and create new markets with more skilled jobs.

To achieve this aim and build on the success of its predecessor, Horizon Europe will continue to support the whole Research and Innovation cycle in an integrated manner. The principle of a single set of rules for participation and dissemination is maintained.

In 2019, the co-legislators reached a partial general agreement on the Horizon Europe legal proposals (the 'Common understanding'). International R&I cooperation, synergies between

Horizon Europe and other European programmes as well as all the budgetary aspects were not covered by this agreement due to ongoing negotiations of related Multiannual Financial Framework for 2021-2027. **DG Research and Innovation remains prepared for completing the negotiations as soon as the agreement on the long-term EU budget 2021-2027 is reached.**

Horizon Europe will be programmed inclusively in a process managed by DG Research and Innovation and implemented externally (by Executive Agencies and other external bodies).

In order to ensure and optimise the contribution of EU Research and Innovation policy to other EU policies, Horizon Europe will be programmed within the Commission in a fully collegiate approach.

With a budget of **EUR 90.95 billion** in current prices, including top-up from the 'NextGenerationEU' recovery plan, Horizon Europe will be **the largest EU Research and Innovation Framework Programme ever.**

The Horizon Europe Framework and Specific Programme should start on 1 January 2021 pending the successful conclusion of the inter-institutional negotiations.

C. Strategy

General objective 1: A EUROPEAN GREEN DEAL

European research and innovation is a **key driver and enabler** for combating climate change, implementing green industrial policy and achieving sustainable development. Becoming the world's first climate-neutral continent by 2050 will not be possible without **an ambitious agenda linking research, innovation and investments with reforms and regulations** in order to mobilise a collective actions for climate.

Science and its processes are the foundation of evidence-based policies and can help to enhance citizens' trust in the policy and the European Union. Research and innovation will **drive, navigate** and **accelerate the European Green Deal agenda** and **green recovery** by setting the direction, testing and delivering solutions, addressing trade-offs and ensuring policy coherence.

In line with President's von der Leyen guidelines, 'we will invest significant amounts in cutting-edge research and innovation, using the full flexibility of the next EU budget to focus on the areas with the greatest potential.' A strong Research & Innovation component will play a key role in the implementation of the main political priorities under the European Green Deal. The objective will be the effective implementation of the EU Research and Innovation Framework Programmes, EURATOM and Research Fund for Coal and Steel, which are the main instruments to invest in research and innovation and in synergy with other related EU MFF programmes and the structural funds.

R&I policy is a key driver and enabler for combating climate change, implementing green industrial policy, achieving sustainable development.



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A EUR 1 billion **Green Deal Call** will be launched under **Horizon 2020** by the end of 2020 to address the urgency of climate action and green recovery. The first **Horizon Europe** Work Programme - in line with the co-created Strategic Plan - will continue this trend and secure a strong R&I response to the European Green Deal objectives .

Industrial transition towards systemic sustainability will be driven by research and innovation. Horizon Europe will help to produce the excellent research results industry needs to remain ahead of the curve for the development and employment of sustainable products and production.

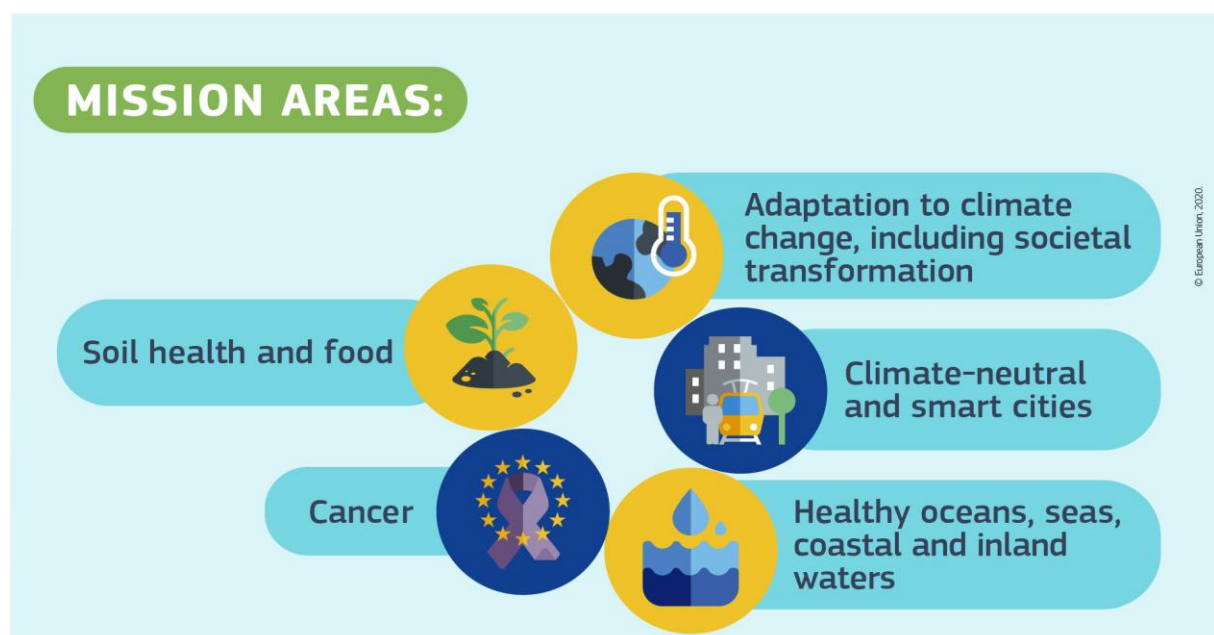
Moreover, blending of grants and financial instruments under the pillar 2 of Horizon Europe ‘Global challenges and industrial competitiveness’ will leverage private investment in research and innovation and boost the market uptake.

Crowding in private investments in breakthrough innovation and targeted funding measures of the **European Innovation Council** for emerging technologies and high-potential start-ups in the areas defined by the ‘European Green Deal’ will reinforce European leadership in breakthrough ‘green’ technologies.

Horizon Europe’s new powerful tools – partnerships and missions – will also massively contribute to the Green Deal’s ambitions across a set of EU policies.

Remodelled **European partnerships** - Institutionalised partnerships based on Article 185 and 187 of the TFEU in addition to co-programmed and co-funded partnerships - will unify the public sector and industry of all sizes in delivering innovative ‘green’ technologies. Ambitious climate neutrality targets for new technologies and high impact demonstrators to be reached by 2030 will for instance be necessary for energy intensive industries which represent 20% Greenhouse Gas emissions globally. Many of the partnerships are designed to accelerate transitions towards climate neutral and circular society and economy as they allow teaming up with the private sector and Member States to decarbonise energy, mobility and steel sectors and to provide innovative solutions for biodiversity and sustainable management of natural resources.

Four of five Horizon Europe **Missions** fall under the Green Deal and will inspire transformation in the following critical areas: Healthy oceans, seas, coastal and inland waters; Climate-neutral and smart cities; Soil health and food; and Climate adaptation, including societal transformation. Missions will also strengthen **citizens’ involvement** in the ‘European Green Deal’ by engaging citizens and social society organizations in creating and implementing ‘green’ solutions. Better alignment of both the research process and its outcomes with the needs, expectations and concerns of the European public will be key in this respect.



The following impact indicators will allow the capture of the contribution of the R&I policy to the ‘European Green Deal’ headline ambition:

General objective 1: A EUROPEAN GREEN DEAL		
Impact indicator 1: Climate mainstreaming in the European Union budget		
Explanation: Proportion of climate related spending (mainstreaming) in the EU budget		
Source of the data: European Commission Draft Budget Reports		
Baseline (2018)	Interim milestone (2022)	Target (2024)
20.7%	25%	25%
Impact indicator 2: Greenhouse gas emissions		
Explanation: This indicator measures man-made emissions of the so-called ‘Kyoto basket’ of greenhouse gases, which are integrated into a single indicator expressed in units of CO2 equivalents using each gas’ global warming potential. It shows changes in percent of the emissions compared to 1990 levels		
Source of the data: European Environmental Agency (Eurostat online data code: sgd_13_10)		
Baseline (2017)	Baseline (2020)	Baseline (2030)
-19.0%	-20.0%	55%

The three following specific objectives with relevant results indicators cover the broad spectrum of Research & Innovation activities contributing to the ‘European Green Deal’:

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

Horizon 2020 and Horizon Europe projects will cover a wide range of activities addressing the European Green Deal. The outcome of these projects - high-quality science, knowledge and innovative solutions - will support climate policies and help to preserve biodiversity, ecosystem and natural resources, and transform food systems for sustainability, health and inclusion. This specific objective will contribute to **reducing greenhouse gas emissions, adapting to climate change impacts, lowering energy consumption, switching to biobased materials and renewables, decreasing pollution of seas, oceans and inland waters** (including micro-plastics), **regeneration and conservation of oceans and seas, sustainable production and consumption of food, feed, energy, and medicines**, and a **thriving bioeconomy**.

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

Horizon Europe will dedicate **at least 35 % of its budget to climate related actions, contributing to the general 30 % budgetary target of the Commission.**

This will be supported through a wide range of activities aimed at providing solutions for a climate neutral and resilient society, for instance related to climate neutral industries, primary production based on sustainability and transport.

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

Europe's climate transition will not be successful without European citizens trusting in a common 'green' policy, sharing our climatic goals and understanding the social change that comes with climate-neutrality.

R&I investment in Horizon Europe missions, including missions on adaptation to climate change, societal transformation, Healthy oceans, seas, coastal and inland waters, Climate-neutral and smart cities and Soil health and food, will support this priority.

The proposed result indicators will allow the capture of the R&I contribution to achieving goals of the 'European Green Deal'. The relevant result indicators are available in the annex section of the document.

General objective 2: A EUROPE FIT FOR THE DIGITAL AGE

High quality science, knowledge and innovative solutions accelerate all aspects of digital and industrial transformations in Europe – in particular through innovative measures of the Research & Innovation Framework Programme and modernised European Research Area. They also bring us closer to achieving Europe's **Sustainable Development Goals (SDGs)**.

The new **European Innovation Council** – one of the most important nov elties of Horizon Europe – together with the relevant **clusters** of the programme and **a new wave of public-private partnerships** will boost innovative industries in all Member States, supporting in a special way its backbone: Small and Medium Enterprises (SMEs). The most promising start-ups and mid-caps will get a new boost and new resources to develop their breakthrough innovations and to scale-up globally.

The Research & Innovation activities under this general objective will help to push the European Union towards **achieving technological sovereignty in critical areas**, such as high-performance computing, quantum computing and the key technologies enabling them. DG Research and Innovation will contribute to setting the next

generation standards, promoting effective management of intellectual assets, fast valorisation of research results and better coordinated and prioritised European investments in breakthrough technologies, including cybersecurity and human-centric **Artificial Intelligence (AI)**.

From the Mission Letter of Mariya Gabriel, Commissioner for Research, Innovation, Culture, Education and Youth:

'You should ensure sufficient investment flows to disruptive research and breakthrough innovations, notably through the European Innovation Council. To stay competitive globally, we should better support our innovators to bring their ideas to the market.'

During 2020-2024 strategic planning period, investments in research and innovation will advance knowledge, increase research capacities, develop and demonstrate new innovative

Strengthening European global leadership in Open Science will allow to spread scientific excellence in Europe and beyond and to attract the most advanced R&I concept to develop and scale-up on our continent.



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solutions in order to **unlock the full potential for a digital and industrial revolution in Europe**.

In line with President von der Leyen's statement, 'the fair digital transition that leaves nobody behind requires empowering people through education, life-long learning and development of new skills, driving Europe's competitiveness and innovation'.

Both **revamped European Research Area** and **European Education Area**, will allow it to be achieved.

An **investment strategy for research and innovation** combined with a system of measures strengthening digital, industry and space, aim at accelerating all levels of the digital transition. Therefore, monitoring of the two following performance indicators – **the percentage of SMEs introducing innovative products and processes** as well as the level of the **gross domestic expenditure on research and development** – will allow the effectiveness of the R&I aspects of digital and industrial strategies to be assessed.

General objective 2: A EUROPE FIT FOR THE DIGITAL AGE		
Impact indicator 1: Innovative SMEs		
<p>Explanation: Percentage of small and medium-sized enterprises (SMEs) which introduced at least one product innovation or process innovation either new to the enterprise or new to their market. A product innovation is the market introduction of a new or significantly improved good or service with respect to its capabilities, user friendliness, components or sub-systems. A process innovation is the implementation of a new or significantly improved production process, distribution method, or supporting activity. SMEs are defined as including all enterprises with 10 to 249 employees</p> <p>Source of the data: European Innovation Scoreboard 2019</p>		
Baseline (2016)	Interim milestone (2022)	Target (2024)
34%	Increase	Increase
Impact indicator 2: Gross domestic expenditure on research and development		
<p>Explanation: This indicator measures gross domestic expenditure on research and development (R&D) as a percentage of GDP - the R&D intensity. The Frascati Manual defines R&D as creative and systematic work undertaken in order to increase the stock of knowledge - including knowledge of humankind, culture and society - and to devise new applications of available knowledge</p> <p>Source of the data: Eurostat (Eurostat online data code: sdg_09_10)</p>		
Baseline (2018)	Interim milestone (2020)	Target (2024)
2.19%	3%	Increase

The three following specific objectives with relevant results indicators cover the broad spectrum of R&I activities contributing to the ‘Europe fit for the Digital Age’:

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

Horizon Europe’s clusters and a new wave of modernised partnerships as well as the R&I components of the new industry and digital strategies for Europe will unlock the potential of the research-industry-society triangle and focus on the key parts of strategic technology supply chains.

DG Research and Innovation will deliver key elements for the new European approach to Artificial Intelligence, including science-based ethical guidance.



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Europe can spearhead a distinctive form of Artificial Intelligence and data governance that is ethically robust and purpose-driven, making a real difference in the digital transition. This requires considerable scaling up of Artificial Intelligence and data uses for social good, coupled with an agile European legislative framework. European research and innovation can lead the way by: anchoring the **principle ‘ethical by design’** as a contractual obligation in all relevant Horizon Europe actions; promoting data;

piloting the deployment of Artificial Intelligence led solutions in missions and partnerships; playing a central role in lifting the barriers that hinder the full exploitation of data in healthcare; accelerating the deployment of the European open science cloud; conducting the necessary dialogue on these issues with international R&I partners.

R&I policy will be a key factor for **digitalisation of the health sector** and thus making our common response to the corona crisis – and any future possible health threats – stronger and more accurate. Through the R&I instruments we aim to address unmet medical needs, provide regulatory standards and requirements, increase productivity and sustainability in developing health innovation, support data-driven manufacturing of tailor-made medical products and the delivery of personalised services.

DG Research and Innovation will also deliver on the roadmap for the **1+ Million Genomes Declaration** and provide a broad contribution to the European approach in the **area of rare diseases**.

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

A spirit of joining forces and striving for excellence has been at the heart of the European Research Area for 20 years and it will continue to underpin it. The new level of ambition for ERA that **couple research and innovation with education and training** is however the only way to deliver on Europe’s recovery, to boost resilience of our society and economy, to accelerate climate and digital transitions and to provide solutions to the most demanding needs.

During the global COVID-19 pandemic, ERA proved to be a unique forum to discuss, develop and implement common European solutions to the emerging challenges. Agreed among Member States, the **ERAvsCorona Action Plan** and **international pledging marathon** allowed the most pressing needs in testing, treatment and prevention areas to be addressed.

The **Commission ‘Communication on the new ERA for Research and Innovation’** will launch the process of empowering and revitalising of the European Research Area anchored on the principle of excellence that draws on the lessons learned from the COVID-19 crisis. It will also **incentivise Member States to reinforce R&I at national level** and to deepen joint efforts at the European level.

In order to maintain its global leadership and push out the frontiers of knowledge, ERA will **bring together Europe’s best brains and become a pole of attraction for the world’s best talents**. It will also connect the fruits of research to solutions for our economy and society. Modernised ERA will **support European companies to scale up and become world leaders in key strategic areas** (e.g. Artificial Intelligence, quantum computing, 5G, batteries, hydrogen) where Europe can occupy a sovereign position.

The new ERA will operate in **synergy with the European Education Area**, with simplified processes and governance. They will mutually reinforce each other to promote coordinated education, training, R&I and investments to build a true knowledge society and economy.

Four strategic objectives for a new ERA:

- **Prioritising investments and reforms:** R&I policy needs to steer, facilitate and align R&I efforts to accelerate the digital and green transformation of Europe’s society and economy to increase competitiveness and the speed and depth of the recovery. This includes simplifying and facilitating the inter-play between national and European R&I systems. The principle of excellence should stay as a cornerstone for all investments under ERA.
- **Improving access to excellence:** R&I policy can only strive towards more excellence with a stronger R&I system where best practice is disseminated faster across Europe. Building also on Cohesion Policy, Member States, which are willing to increase the performance of their R&I system towards excellence, should be encouraged and supported to do so.
- **Translating R&I results into the economy:** R&I policy is key in boosting the resilience and competitiveness of our economies and societies. This means ensuring

EUROPEAN RESEARCH AREA

In 2000, the European Research Area was launched to put in place European R&I system through coordination, cooperation and competition. The European Research Area (ERA) is a unified research area open to the world and based on the internal market. It enables free circulation of researchers, scientific knowledge and technology. Six priorities of ERA: more effective national research systems, optimal transnational cooperation and competition, an open labor market for researchers, gender equality and gender mainstreaming in research, optimal circulation, access to and transfer of scientific knowledge including knowledge circulation and open access, international cooperation.

Europe's competitive leadership in the global race for technology whilst improving the environment for business R&I investment and enhancing the take up and visibility of excellent research results in the economy.

- **Widening the ERA:** R&I policy needs to make further progress on the free circulation of knowledge in an upgraded, efficient and effective R&I system. ERA will continue to support free circulation of knowledge, promote adequate framework conditions, help develop the skills that researchers need for excellent science, connect all actors across Europe.

To turn the above ambition and objectives into action, we will take following approach:

- A **set of actions**, to deliver on the four objectives of the new ERA - where appropriate, developed in co-creation with Member States and stakeholders, and implemented in the short to medium term, according to an ERA Roadmap.
- Member States will reinforce their commitment to a set of shared values and principles, by adopting a **Pact for Research and Innovation in Europe**.
- The existing ERA **governance process will be made more effective and impactful**, with close and regular political dialogue with Member States on priorities for future implementation and progress.

Improvement of working conditions of researchers will also contribute to strengthening ERA. With 2 million researchers, the EU is the economy with the largest number of researchers, ahead of China and the United States. The **European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers** have been serving the European R&I community for more than 15 years, but a more ambitious approach appears now necessary.

A **complex communication strategy** will support the promotion of the new ERA. Communication actions will focus on the positioning of Europe as a global R&I powerhouse, where talents can flourish and move freely, innovation and competition is stimulated and research results work for the benefit of society. DG Research and Innovation will work together with DG EAC, the JRC and other partners to highlight the importance and added value of EU knowledge infrastructures among policy makers, stakeholders and citizens, whilst ensuring a high level of engagement in the development of European Research Area.

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

Digital transformation requires a **strengthened ecosystem of innovative industries and companies**. Only five percent of European start-ups scale-up and pursue the position towards world tech leaders. The new **European Innovation Council (EIC)** will contribute to reversing this trend.

The EIC will act as the **one-stop-shop for all types of innovators**, from individuals to universities, research organisations and companies (SMEs, including start-ups, and, in exceptional cases, small mid-caps). Depending on its schemes, it will provide support to single beneficiaries and multi-disciplinary consortia. The innovators will have access to EIC business advisory services providing coaching, mentoring and technical assistance, and

pairing innovators with peers, industrial partners and investors. Innovators will also have facilitated access to expertise, facilities and partners from across EU. The Commission will ensure seamless continuity between the EIT, the EIC, and InvestEU, to deliver complementarity and synergies.

The European Innovation Council will promote and support SMEs with breakthrough and disruptive technologies, also incremental ones, to help them in rapid scale-up at the European and global level.



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The EIC will be implemented through two complementary types of action: the **Pathfinder** for advanced research for the early stages of technology development, and the **Accelerator** for innovation and market deployment actions, including the pre-mass commercialisation stages and company growth. DG Research and Innovation will prepare the Work Programme for the EIC, and set up the **EIC Fund**, which seeks to attract private investors that could replace or complement EU financial

The proposed result indicators will allow the capture of the R&I contribution to achieving goals of the ‘Europe fit for the Digital Age’ general objective. The result indicators are available in the annex section of the document with the performance tables.

General objective 3: AN ECONOMY THAT WORKS FOR PEOPLE

This headline ambition focuses on strengthening a fair and prosperous Union, which offers support for small business, empowers social rights and secures social equalities.

In line with this Strategic Plan, research and innovation policy will develop knowledge, science-based strategies and innovative tools to contribute to the **strong and resilient social market economy compatible with the planetary boundaries**. This requires incentivising and steering innovation, including **social innovation**, and facilitating the 'place-based' uptake of new technologies and innovative solutions involving cities and local communities.

The focus will be also put on a comprehensive **European strategy for inclusive growth and upward convergence**.

The European Union, its Member States and industry should partner-up to invest and focus financial resources and skills on cutting-edge research and innovation projects. Under this specific objective, the potential of ERA for the European Semester will be used to enhance coordination, coherence and synergies of Research and Innovation policies, together with regional and local partners, investment and funding towards achieving the Sustainable Development Goals, particularly with regard to research and innovation related European Structural Investment Fund (ESIF).

The R&I policy with its growing ability to boost economic green growth and create new jobs will remain at the heart of the post-pandemic recovery.



#DG Research & Innovation

The application of the **innovation principle** will complement the activities under Horizon Europe. It will ensure that EU legislation is analysed and designed so as to encourage innovation to deliver social, environmental and economic benefits and to help protecting Europeans.

The **Euratom** will continue to support research on the development of fusion energy, in view of its potential major impact on the decarbonisation of the energy mix. In 2020 the **implementation of the 2019-2020 work programme for Euratom** will be continued. DG Research and Innovation will also prepare the launch of the **Euratom Research & Training Programme** (2021-2025), pending completion of the inter-institutional negotiations.

The impact indicator reflecting the size of human resources in science in technology will allow to assess the R&I contribution to this headline ambition.

General objective 3: AN ECONOMY THAT WORKS FOR PEOPLE		
Impact indicator 1: Human resources in science and technology		
Explanation: This indicator shows human resources in science and technology as a share of the active population aged 25 to 64 in percent. Human resources in science and technology are people with a tertiary education in and / or employed in science and technology		
Source of the data: Eurostat (Eurostat online data code: tsc00025), based on the EU Labour Force Survey		
Baseline (2018)	Interim milestone (2022)	Target (2024)
46%	Increase	Increase

The following specific objective with relevant result indicator covers the broad spectrum of R&I activities contributing to the ‘Economy that works for the people’ objective.

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

Investments in research and innovation will advance knowledge, build capacities and develop and demonstrate innovative solutions while **creating jobs and boosting the segments of the economy compatible with the planetary boundaries.**

The estimated GDP gain from Horizon 2020 is between EU 400 to 600 billion euro by 2030. It drives the development of knowledge-intensive activities, which make up over 33% of total employment in Europe. Horizon Europe was designed in a way to increase its leverage and job-creation impact.

According to this Strategic Plan, DG Research and Innovation will deliver on the **European Semester**, providing the **Country Specific Recommendations** to all Member States. These recommendations will focus on countries’ R&I performance and the necessary reforms, they will also highlight the need **to secure appropriate R&I investments in the national recovery strategies.** The **Policy Support Facility 2.0** with a strengthened portfolio of country specific advice will be launched during this strategic period, as well.

The proposed result indicator will allow the capture of the R&I contribution to achieving goals of the ‘Economy that works for the People’ general objective. The result indicators are available in the annex section of the document with the performance tables.

General objective 4: A STRONGER EUROPE IN THE WORLD

Strategic R&I international cooperation, strengthening the European role in global and multilateral initiatives including a **revamped association policy for Horizon Europe** are the core priorities under this general objective.

During the strategic planning period, the DG will revamp the **EU strategy for international cooperation** in research and innovation based on the Commission's priorities, the current geopolitical context and the need to safeguard the EU interests, in cooperation with Commission services for trade and competition, contributing to the development of the geopolitical dimension of the **European Research Area**.

In view of the EU enlargement, DG Research and Innovation will focus on strengthening research and technological cooperation with partners from Western Balkans. The DG will contribute to the **Agenda for the Western Balkans**. In addition, supporting **Smart Specialisation Strategies** in key partner countries can mobilise the entrepreneurial discovery process of local opportunities in digital and green transformation.

DG Research and Innovation will engage in exploratory talks with 14 to 24 third countries, interested in association in order to prepare for possible future association agreements.

Multilateral alliances have been foreseen to address key objectives such as decreasing pollution, combatting antimicrobial resistance, infectious diseases, epidemic outbreaks and others.

Together with the Member States, the Commission will increase its support to the Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services (IPBES) as well as the International Resource Panel (IRP). As a co-chair of the Group on Earth Observations (GEO), it will seek to strengthen the access, in particular, to Copernicus environmental observation data and information through the Global Earth Observation System of Systems (GEOSS). This will underpin environmental policies and the global commitments of the Sustainable Development Goals (SDGs), the Sendai Framework for Disaster Risk Reduction 2015-2030, the Paris Agreement and the future post-2020 global biodiversity framework.

The DG aims to deliver on the **EU-China Joint Roadmap for Future Science, Technology and Innovation Cooperation** focused on reaching a level playing field and reciprocity in innovation with this strategic partner.

Partnership with strategic global R&I players, based on common principles, international commitments and reciprocity, will increase the global leadership of Europe.



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Other instruments to strengthen cooperation with key partners will be pursued. In this context, a **Letter of Intent with the Government of Japan** was signed in 2020 and an Administrative Arrangement on marine R&I cooperation with Morocco is in under preparation.

Mariya Gabriel, Commissioner for Research, Innovation, Culture, Education and Youth:

'We must use the full potential of education, research and culture to promote international cooperation, especially with our neighbours in the Western Balkans.'

In the strategic planning period, the DG will take **R&I cooperation with Africa to the next level**, through the contribution to the Comprehensive Africa Strategy, having in mind the necessity to support African continent in combating COVID-19 outbreak.

The DG will organize the **EU-African Union Ministerial** on Research and Innovation in 2020, on the road of the planned EU-African Union Summit.

The Scientific and Technological (S&T) agreements with **India and Ukraine will be renewed in 2020**, other S&T agreements are foreseen to be renewed by 2024, including those with **Brazil and United States**.

DG Research and Innovation will continue to engage in specific actions, including targeted outreach activities organised by the Science Counsellors posted in EU Delegations around the world.

Complex communication actions will support the R&I initiatives under this specific objective, including integration of international cooperation in the communication strategy for revitalised ERA and communication on Horizon Europe dedicated to candidate associated countries, using factsheets and related promotion, media alerts, webpage and social media communication and others.

DG Research and Innovation R&I contribution to the Commission’s headline ambition ‘A Stronger Europe in the World’ can be captured by the following impact indicator:

General objective 4: A STRONGER EUROPE IN THE WORLD		
Impact indicator 1: The European Union’s voice counts in the world according to its citizens		
Explanation: This indicator shows the percentage of EU citizens that tend to agree that the EU’s voice counts in the world		
Source of the data: Eurobarometer		
Baseline (2019)	Interim milestone (2022)	Target (2024)
71%	Increase	Increase

The following specific objective with relevant result indicator cover the broad spectrum of R&I activities contributing to the ‘Stronger Europe in the world’.

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

Horizon Europe will continue and reinforce the general openness to international participation with targeted actions with specific key partners. The Commission proposal for association aims to open the option for association to countries beyond the EU vicinity. Currently 16 associated countries to Horizon 2020 have already expressed interest in associating to Horizon Europe, while Canada, Japan, Australia and South Korea among others are interested in joining the EU R&I Framework Programme. Switzerland and Ukraine are also associated to the Euratom Research & Training Programme, which collaborates with key international countries through dedicated Bilateral Cooperation Agreements.

It will be vital to develop the international dimension of the Horizon Europe Missions and Partnerships.

The proposed result indicator will allow the capture of the R&I contribution to achieving goals of the ‘Stronger Europe in the world’ general objective. The result indicators are available in the annex section of the document with the performance tables.

General objective 5: PROMOTING OUR EUROPEAN WAY OF LIFE

Improving and protecting health of citizens at all ages, by developing innovative solutions to prevent, diagnose, monitor, treat and cure diseases is a top priority for the Directorate General for Research and Innovation. Disruptive solutions will be further developed to mitigate health risks, protect populations and promote good health with the objective of making public health systems more cost-effective, equitable and sustainable.

DG Research and Innovation has been **at the forefront of coordinating European and global research efforts to combat the COVID-19** outbreak. This experience allows us to extend a portfolio of the R&I activities aimed at contributing to the health challenges and strengthening preparedness for emerging health threats, including pandemics.

EUR 1 billion was already mobilised through Horizon 2020 to address diverse challenges of the global pandemic. DG Research and Innovation launched several **special actions** related to epidemiology, preparedness and response to outbreaks, the development of diagnostics, treatments and vaccines as well as the infrastructures and resources that enable this research.

In January 2020, the DG launched an **emergency call under Horizon 2020**, through which **EUR 48.2 million were awarded to 18 research projects**. They involve 151 teams from across Europe and beyond and focus on improving preparedness to outbreaks, rapid diagnostic tests, new treatments and vaccines.

Mariya Gabriel, Commissioner for Research, Innovation, Culture, Education and Youth:

'Research and innovation is critical to tackle this global crisis. Only with the help of R&I, we can address the full spectrum of needs. Understanding the disease and how it spreads. Developing more efficient diagnosis, treatment and preparedness. Developing vaccines.'

In April, the **guidance on testing**

methods has been published to support Member States in effectively using testing tools in the context of their national strategies and during the different stages of the pandemic.

DG Research and Innovation will contribute to the Commission's work on lessons learned from COVID-19 and on pandemic preparedness (expected in Autumn 2020). The DG will also provide input into the work to establish a new European Biomedical Research and Development Agency as announced in the letter of intent published at the occasion of the State of the Union 2020.

A Commission **Communication on infectious diseases**- 'Improving Health Security in the EU – a one health approach to counteracting the threat from infectious diseases' will be prepared. Infectious diseases are occurring more and more often and know no border. Europe needs to work together to prevent such emergence, using a one health approach, to tackle the threats effectively. The proposed communication will indicate the way forward for the Commission, including to further harness the efforts of the Member States .

DG R&I will develop a **Horizon Europe mission on cancer**, contributing to the Europe's Beating Cancer Plan. The Communication on research and innovations missions, including recommendations from Missions' Boards, will be adopted in 2020.

The following impact indicators will allow the capture of the R&I contribution in protecting and improving citizens’ health.

General objective 5: PROMOTING OUR EUROPEAN WAY OF LIFE		
Impact indicator 1: Healthy life years at birth		
Explanation: Number of years in absolute value that a person is expected to continue to live in a healthy condition		
Source of the data: Eurostat (Eurostat data code: hlth_hlye)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
<i>Males:</i> 63.7 years	Increase	Increase
<i>Females:</i> 64.2 years	Increase	Increase
<i>Total:</i> 64.0 years		
Impact indicator 2: Avoidable mortality¹		
Explanation: Avoidable mortality refers to two sets of indicators - preventable and treatable deaths. (1) Preventable mortality refers to causes of death that can mainly be avoided through effective public health and primary prevention interventions (i.e. before the onset of diseases or injuries to reduce incidence). (2) Treatable mortality are causes of death that can mainly be avoided through timely and effective health care and treatment (i.e. after the onset of diseases to reduce case-fatality)		
Source of the data: Eurostat (Eurostat data code: hlth_cd_apr)		
Methodology for calculating the indicator: Specific metadata		
Baseline (2016)	Interim milestone (2022)	Target (2024)
<i>Preventable deaths:</i> 162.43 per 100 000 inhabitants	Decrease	Decrease
<i>Treatable deaths:</i> 93.09 per 100 000 inhabitants	Decrease	Decrease

The following specific objectives with relevant result indicators cover the broad spectrum of the R&I activities contributing to the ‘Promoting our European way of life’ objective:

¹ This is a new indicator for the 2020 EU SDG monitoring report. It will be published in Eurobase with code `sdg_03_42` once the 2020 edition of the EU SDG monitoring report is released

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

Security research is part of the wider comprehensive EU response to security threats, it supports implementation of EU policy priorities relating to security, cybersecurity and disaster risk management. Research in this area will address reacting to and recovering from natural and man-made disasters in addition to preventing, investigating and prosecuting crime (including organised crime and terrorism), improving border entry security, protecting infrastructure against natural and man-made threats (also cyber-attacks) and digital security, privacy and data protection.

The R&I policy will address an increasing pressure on the European health and care industry to remain competitive in a global scale and self sufficient at the European level.



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The EU Research and Innovation policies will contribute to the **European Agenda on Security and the EU Civil Protection Mechanism**. Development of integrated and interoperable technologies, tools and methods to support disaster risk management and emergency procedures will have an impact on this policy. The innovative digital technologies and artificial intelligence will have a strong impact on EU crime and cybersecurity policies.

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

Life expectancy in the EU increased by 12 years since its establishment as a result of tremendous improvements in the quality of life, education and health. On average, it increased in the EU by 3 months annually. European research and innovation has greatly contributed to this progress. Moreover, high quality new knowledge and innovative solutions have allowed the improvement of productivity and quality in the health and care industry.

However, the EU continues to face emerging or persisting challenges that are threatening its citizens and public health, the sustainability of health care and social protection systems, and the competitiveness of its health and care industry. DG Research & Innovation will strengthen its efforts in effective health promotion and disease prevention. The DG will also focus on R&I actions responding to:

non-communicable diseases, the spread of antimicrobial drug resistance, the emergence of infectious epidemics, increased environmental pollution, the persistence of health inequalities among and within countries affecting disproportionately people that are disadvantaged or in vulnerable stages of life, the detection, understanding, control, prevention and mitigation of health risks, the increasing costs for European health care systems and the progressive introduction of personalised medicine approaches and digitalisation in health and care.

The proposed result indicators will allow the capture of the R&I contribution to achieving goals of the “Promoting our European Way of Life’ general objective. The result indicators are available in the annex section of the document with the performance tables.

General objective 6: A NEW PUSH FOR EUROPEAN DEMOCRACY

When democracy is being challenged, science helps to develop better strategies and support citizens' involvement, social inclusion and equalities in Europe. Political distrust, polarizing discourses, lower electoral participation and populist narratives call for a strengthened role of R&I to overcome these difficulties.

DG Research and Innovation aims to contribute to the development of policies and innovations that **expand political participation and civil society engagement**, enhance accountability and legitimacy, **protect rights, promote equalities and inclusion** and help to strengthen **trust in democratic institutions**.

Co-creation is an innovative and efficient approach to join-up forces across the EU institutions and Members States to address together the key European challenges .



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During the strategic planning period, the research and innovation projects supported by Horizon Europe will deliver new knowledge and solutions to tackle political extremism and polarisation by strengthening democratic participation and active citizenship, fostering awareness and exercise of democratic rights, and understanding the role of media in fostering or inhibiting political dialogue. DG Research and Innovation will contribute to the **Democracy Action Plan** and **strengthen the role of R&I in fighting disinformation** and research and innovation aspects will

be included to the **Commission's report on the impact of demographic change**, focusing on active aging, quality of life, healthcare and healthcare systems.

The DG will also **broadly involve citizens and stakeholders in co-designing and co-creating of policies** and measures and thus **strengthen a common ownership of the policy** and **promote common R&I values**.

Co-creation can increase the focus and integration of action on future policy goals that are meaningful for society (e.g. climate change, clean water, clean air, healthy and sustainable food systems, healthy oceans, a thriving bioeconomy). Horizon Europe has been co-created from the earliest phase together with several Commission departments, Member States, experts, stakeholders and citizens. The programme will be implemented through its Strategic Planning in the same co-creation spirit.

In line with Commission's approach to strengthen gender aspects of the European policies, the foreseen R&I actions will be directed towards the efficient implementation of **Horizon Europe's gender equality**, supporting an inclusive and sustainable institutional change as

well as overcoming the barriers to women entrepreneurship in line with the European Commission’s Gender Equality Strategy and global priorities such as the Beijing Platform of Action on gender equality and the UN Sustainable Development Goals.

Since the beginning of the COVID-19 outbreak, there has been increasing scientific attention dedicated to its different impacts on women and men.² Among issues concerned are: clinical sex and gender differences in responses to the virus; mortality rates; clinical trials and side effects to different drugs and vaccines; impact on gender-based and domestic violence; impact on reproductive health and rights; impact on the healthcare and caregiving professions, 70% of which are occupied by women; as well as on work-life balance and economic equality. Different R&I actions are under way to address these sex and gender aspects of the pandemic.

The following impact indicators capture R&I importance for achieving targets of the ‘New push for European democracy’:

General objective 6: A NEW PUSH FOR EUROPEAN DEMOCRACY		
Impact indicator 1: Citizens agreeing that their voice counts in the European Union		
Explanation: This indicator measures the percentage of Europeans who tend to agree with the statement ‘their voice counts in the EU’		
Source of the data: Eurobarometer		
Baseline (2019)	Interim milestone (2022)	Target (2024)
48%	Increase	Increase
Impact indicator 2: Gender employment gap		
Explanation: The indicator measures the difference between men and women’s employment rate (aged 20 to 64 years) in percentage points		
Source of data: Eurostat (Eurostat online data code: sdg_05_30), based on the EU Labour Force Survey		
Baseline (2018)	Interim milestone (2020)	Target (2024)
11.8%	Decrease	Decrease

The following specific objective with relevant result indicator cover the broad spectrum of R&I activities contributing to the ‘New push for European democracy’ objective:

² See for instance ; <https://eige.europa.eu/news/coronavirus-puts-women-frontline>

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

Europe needs to take a more systemic approach to R&I emphasising experimentation, working across sectors and disciplines, and involving local communities. The involvement of local communities concerns four main areas: First, awareness raising and education about research and innovation to EU citizens of all ages. Second, the design and prioritisation of the research and innovation agenda. Third, the processes of undertaking research and of making innovations by giving local communities the opportunity and the means to join research projects as collaborators, to take part in public-private-civic partnerships as partners, to perform research as investigators, and to engage in technological, non-technological, and social innovation. Finally, fourth, the application of the outcome of

Only one third of European researchers are women. They make up only one third of entrepreneurs in the EU and less than one in ten patent holders in Europe.



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research and of innovation in their daily lives. This will increase the relevance and responsiveness of R&I, ensuring that it aligns with the needs, values and expectations of society. In the face of scepticism on science in parts of the population, the public sector needs to promote R&I that is open and responsible towards society and that is conducted in a transparent way with the highest standards of integrity and ethical conduct of researchers.

Horizon Europe missions will contribute to the successful communication of R&I goals to the

public. The missions illustrate how research and innovation can enable the delivery of European public goods across a set of EU policies. Each mission will focus on reaching key targets that are defined through a participatory process involving the Member States, civil society and the public. This specific objective will, for example, integrate the **citizens' engagement** strategies of Horizon Europe missions in the frame of the **Conference on the Future of Europe** and provide 'knowledge for deliberation' papers, based on social sciences and humanities (SSH) research, to support citizens' voice on relevant topics.

Effective and attractive **communication** is essential for building public support for scientific progress. The aim is to inform citizens about EU outcomes and actions, challenges and opportunities and how they can be faced together. This requires a strategy involving various communication tools: from traditional press releases including factsheets or infographics, press conferences, statements, blog posts, articles and interviews, to social media, videos, visual campaigns. Efforts need to be put on fighting disinformation and so called 'fake news' as people's mistrust of science might undermine the scientific achievements.

The annual **R&I Days** will be an exceptional opportunity to communicate the most powerful achievements of the R&I policy. The **She Figures 2018**³ report on gender in R&I in Europe, paints a picture of overall improvement, but at too slow a pace. The glass ceiling persists in most ERA countries and gender inequality in research and innovation requires further effort. Only one third of European researchers are women, men hold more than three quarters of the top academic positions. Women make up only one third of entrepreneurs and less than 1 in 10 patent holders in Europe.

Horizon Europe will therefore go beyond Horizon 2020 by advancing an **inclusive concept of gender equality and diversity in open and democratic R&I institutions**. This is commonly known as an ‘intersectional’ approach, focusing on interlocking systems of power between gender and other social categories and identities such as ethnicity and race (including migrants and refugees), social class and wealth, gender identity and sexual orientation (LGBTI+ issues) and disability to better address the multiple and interacting factors of inequality experienced by R&I actors. Related activities include:

- new activities supporting gender research to develop a broader understanding of gender equality and intersections with other inequalities;
- incentives to promote the adoption of gender equality plans, diversity and inclusion strategies, and comprehensive approaches to institutional change.

The ambition for a strengthened and up-graded policy for gender equality in R&I was already announced in the Gender Equality Strategy 2020-2025.

The production of **She Figures will continue under Horizon Europe**, and the 2021 edition, which will be reinforced with policy analysis, is already under development in close cooperation with Member States.

The proposed result indicators will allow the capture of the R&I contribution to achieving goals of the ‘New push for European democracy’ general objective. The result indicators are available in the annex section of the document with the performance tables.

³ https://ec.europa.eu/info/publications/she-figures-2018_en

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

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

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

Impact indicator 1: Staff engagement index in the Commission

Explanation: Staff engagement measures staff's emotional, cognitive and physical connection to the job, organisation and the people within it

Source of the data: [European Commission](#)

Baseline (2018)	Interim milestone (2022)	Target (2024)
69%	Increase	Increase

Specific objective 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

The **Common Implementation Centre** provides the framework for implementing the Research & Innovation framework programme. Its overarching priorities are simplification, harmonisation, and equal treatment of beneficiaries. This is achieved through optimised tools and processes, including for partnerships, missions, synergies, feedback to policy-making, and the exploitation of results.

The centre helps to reduce red tape and treat applicants and beneficiaries in a consistent manner. The Common Implementation Centre promotes consistent application of rules and coherent programme management in the Research & Innovation Framework Programme and other Commission programmes.

Moreover, it delivers corporate solutions for all centrally managed funding programmes. In particular, it leads the corporate IT suite for grant management eGrants, **supporting already 24 Commission programmes**. The Common Implementation Centre also ensures the smooth operation and continuous enhancement of the 'Funding and Tenders' Portal. It serves as a one-stop shop for all our applicants, beneficiaries, and external experts.

The Common Implementation Centre continues to help draw up a corporate Model Grant Agreement for the next MFF, and deliver the Horizon Europe Model Grant Agreement. It prepares a model basic act with common provisions for all institutionalised partnerships and contributes to the establishment acts for Executive Agencies, and to the corresponding delegation instruments and memoranda of understanding. This maximises simplification and harmonisation of the rules, while catering for the needs of the various funding bodies.

The Common Implementation Centre puts into practice the single set of rules by translating them into common procedures and guidance, and through fully-electronic management of the entire grant lifecycle.



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The **Common Policy and Programming Centre** will facilitate and co-create with all relevant Commission services the design of R&I Framework Programmes and Specific Programmes, as well as horizontal aspects of the EURATOM Programme, and the work programmes implementing them (including for the European Research Council and ensuring coherence with Joint Research Centre, EURATOM and European Institute of Innovation and Technology). It fosters synergies with other programmes across the Multiannual Financial Framework.

The Common Policy and Programming Centre will provide coordination for programming and planning, programme analysis, monitoring and evaluation, budget and horizontal questions relating to partnerships and missions policy. This Centre will ensure that all programming and planning activities are appropriately managed in a collective setting.

This will include a Common Research and Innovation Strategy and Foresight service, a Common Strategic Planning and Programming service, a Common Programme Analysis service, a Common Missions and Partnerships service, and a Common Budget service. The Common Policy and Programming Centre will provide these services to all Directorates-General implementing Horizon Europe.

The proposed result indicator will allow the capture of the R&I contribution to achieving goals of the ‘modern, high performing and sustainable European Commission’ general objective.

D. Key performance indicators

In order to assess its performance the following key performance indicators (KPIs) have been selected by DG Research and Innovation:

1. Amount of public and private investment mobilised with the initial Framework Programme investment (leverage ratio) towards the GDP for R&D 3% target (*Result indicator 8 in the performance tables - specific objective 2.1*)
2. Proportion of climate related spending (climate mainstreaming) in Horizon Europe spending (*Result indicator 3 in the performance tables - specific objective 1.2*)
3. Progress towards R&I missions' targets related to the European Green Deal (*Result indicator 5 in the performance tables - specific objective 1.3*)
4. Share of researchers from expanding countries researchers' population involved in the Framework Programme (*Result indicator 10 in the performance tables - specific objective 2.2*)

PART 2. Modernising the administration

The Commission implements an internal control framework inspired by the highest international standards. The Commission’s system covers all the principles of internal control identified in the Committee of Sponsoring Organisations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. DG R&I has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators listed in this section of the Strategic Plan.

A. Human resource management

Objective: DG Research and Innovation employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business	
Indicator 1: Number and percentage of first female appointments to middle management positions	
Source of data: SEC(2020) 146	
Baseline (female representation in management) (2019)	Target (2022) ⁴
23 female middle managers, representing 50%	6 first female appointments
Indicator 2: staff engagement index	
Source of data: 2018 Commission staff survey [data to be provided by DG HR]	
Baseline (2018)	Target (2024)
62%	67%

The von der Leyen Commission aims to create a **modern work place**, building on technology and new working methods, where highly qualified and engaged staff work effectively and collaboratively with colleagues and external stakeholders, where the personal and working life of staff is reconciled in a healthy and balanced manner and where gender equality at all levels of management is ensured. This objective has become even more evident and stronger during the Covid pandemic, which gave the opportunity to work in a more flexible and agile way and to develop new working methods.

In order to ensure the effective management of human resources, while taking into account the lessons learnt and the needs raised during Covid pandemic, DG Research and

⁴ the target will be revised and extended for the period 2023-2024 by January 2023

Innovation will review and update its current local HR strategic plan 2019-2020 with a medium to long-term perspective (3–5 years) consistent with the overall corporate HR strategy and main goals.

The main directions for the period 2020-2024 regard:

1. Effective Resource allocation:

- Ensure effective and timely resource allocation to policy priorities, following the delegation of the implementation of part of Horizon Europe to Executive Agencies and other EU bodies and the adoption of the new multiannual financial framework.

2. A digital work place:

- Enhance the use of technology in daily work (e.g. training, workshops) and develop/enhance new and flexible working methods in line with team needs and interest of the service (e.g. teleworking).

3. Open and collaborative culture:

- Enhance an open, effective and collaborative working environment, where trust and empowerment of staff are central.

4. Learning and development:

- Actions to improve/acquire skills and competences needed in line with the evolution of work and working methods and to support the related behavioural change;
- Talent management actions (training/coaching) to support staff to develop their professional career.

5. Wellbeing:

- Actions to support staff working wellbeing and personal and working life balance

Internal communication on HR matters will focus on enhancing the internal flow of information and support feedback loop on HR matters in order to contribute to creating trust and a transparent working environment.

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

Indicator: **Estimated risk at closure**

Source of data: The total amount of the DG's relevant expenditure in the year is divided by management type/control system categories. For each tranche of the payments an Estimated Error Rate is associated, following the estimation method which is adapted to each category, and an estimate percentage of recoveries and corrections to calculate the estimated overall risk at closure.

For grants of the research and innovation framework programmes, data is provided by the Common Audit Service (CAS). Based on the cumulative results of the common representative audit sample for the research and innovation framework programmes, the CAS estimates the Representative Error Rate for the currently audited Framework Programme (FP7 until 2020, Horizon 2020 since 2016 and Horizon Europe probably from 2024). For research and innovation framework programmes, the level of correction is the difference between the cumulative Representative Error Rate and the cumulative Residual Error Rate. The cumulative Residual Error Rate, on a multi-annual basis is the extrapolated level of error remaining after corrections/recoveries undertaken by Commission services following the audits that have been made.

Baseline

(2019) 2.09%

Target

(2024) as close as possible to 2% of relevant expenditure

Horizon 2020 grants represent the most important part of DG Research and Innovation expenditure for year 2020⁵. In the Financial Statement accompanying the proposal for Horizon 2020, the Commission stated that its objective is to obtain a residual error rate (which is equivalent to the estimated risk at closure for grants) as close as possible to 2%. There is evidence that the simplifications introduced in Horizon 2020, along with the ever-increasing experience acquired by the major beneficiaries, affect positively the level of errors.

At this stage of Horizon 2020, there are limits to what DG Research and Innovation can do to reduce the level of residual error rate further, but for Horizon Europe (HE), DG Research and Innovation aims to further simplify the payment process, in particular for personnel costs and by applying the lump sum funding model where appropriate.

In the Financial Statement accompanying the proposal for Horizon Europe, the Commission stated that the expected risk of error at payment for grants with a funding model based on the reimbursement of ineligible costs is 2.5-3.5%⁶. The risk of error at closure (after the effect of controls and corrections) is around (but not necessarily below) 2%. The expected risk of error for grants with a funding model based on lump sum funding is close to 0% (at payment and at closure). The overall expectation for error rates will depend on the balance

⁵ In 2020, most of the last payments for grants under FP7 for which the implementation is close to finalisation will be performed and the 2019 cumulative residual error rate for FP7 was 3.5%.

⁶ This scenario is based on the assumption that the measures of simplification are not subject to substantial modifications in the decision making process.

between the two methods of funding (reimbursement of eligible costs and lump sums). DG Research and Innovation aims to apply the lump sum funding model where appropriate. However, the main driver to adopt lump sum funding will not be the reduction of the error rate, but the achievement of all the objectives of the programme. The first Horizon Europe grants are expected to be signed in 2021, and the first payments against cost claims in 2023. Therefore, first results on ex-post audits are expected to be available only in 2024.

In 2021, the share of grants management in the total expenditure of the DG will depend on the level of delegation of the legacy of Horizon 2020 to the Executive Agencies.

For administrative and operational expenditure, implemented through public procurement, and financial instruments, the estimated risk at closure is expected to remain below 2%.

With a view to improving coherence in managing the Horizon 2020 Framework programme, the Common Implementation Centre ("CIC"- successor to the Common Support Centre) provides common services in legal support, ex-post audit, IT systems and operations, business processes, programme information and data to all Research and Innovation DGs, the Executive Agencies and the Joint Undertakings implementing Horizon 2020. It helps to coordinate and deliver the programme across eight Commission Directorates-General, four Executive Agencies and eight Joint Undertakings. Its Common Audit Service (CAS) acts as a hub for Horizon 2020 ex-post audits contributing to sound financial management and assurance building. Furthermore, the introduction of System and Processes Audits (SPAs) by the CAS, which combine risk assessment and audit opinion, further simplifies the control process.

Together with all DGs concerned and the central Commission services, the CIC is currently co-creating a proposal for a Horizon Europe (HE) governance structure in view of delivering the Horizon Europe operating rules. In this respect, CIC units are working in the different areas covered by the Horizon Europe Implementation Strategy (HE Model Grant Agreement, Model Basic Act for all institutionalised partnerships, delegation instruments and memoranda of understanding for Executive Agencies, corporate IT suite for grant management and Funding and Tenders Portal, framework for feedback to policy, etc.)

C. Fraud risk management

<p>Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy⁷ aimed at the prevention, detection and correction⁸ of fraud</p>	
<p>Indicator 1: Implementation of the actions included in the Common Anti-Fraud Strategy in the Research and Innovation family over the whole strategic plan lifecycle (2020-2024)</p>	
<p>Source of data: Annual Activity Report for DG Research and Innovation, RAFS 2019, Minutes of the FAIR committee</p>	
<p>Baseline RAFS: 2019 AF Action Plan: 2019</p>	<p>Target 85 % implementation</p>
<p>Indicator 2: Targeted fraud awareness-raising</p>	
<p>Source of data: RAFS 2019</p>	
<p>Baseline (2019) %</p>	<p>Target Contribution to the revision of the common anti-fraud training material. 100 % in 2020 Coordination of specific actions within the FAIR committee. 100 %</p>
<p>Indicator 3: Monitoring the follow-up to OLAF's financial recommendations</p>	
<p>Source of data: OLAF reporting</p>	
<p>Baseline N° of reportings to OLAF (2019): 1</p>	<p>Target 1 per year</p>
<p>Indicator 4: FAIR committee</p>	
<p>Source of data: Annual Activity Report for DG Research and Innovation, RAFS 2019, OLAF reporting</p>	
<p>Baseline RAFS: 2019 AF Action Plan:2019</p>	<p>Target 10 by 31 December 2024 at least</p>

DG Research and Innovation shares with the other Research and Innovation implementing services the main sectorial fraud risk, which is related to research and innovation grants. The Common Audit Service (Unit R&I.B2-CAS) coordinates the common Research and Innovation anti-fraud strategy and actions that are established and implemented jointly by all the services involved. This unit is also the OLAF correspondent for the Directorate General Research and Innovation.

The Common Anti-Fraud Strategy in the Research and Innovation family (RAFS) and its Action Plan were updated in 2019. Both documents take into account the different actions

⁷ 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'.

⁸ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

proposed in the Commission Anti-Fraud Strategy (CAFS), particularly in the new actions outlined below. They covered expenditure on FP7/Horizon 2020 grants, where the fraud risk for the DG is concentrated. The RAFS will be updated if necessary and/or to reflect further updates of the CAFS.

In accordance with the first priority objective of the CAFS, enhanced data analysis is a main action. Aiming at better, rather than more, control and a trust-based approach, the RAFS considered it important to perform a pro-active and targeted data analysis to identify beneficiaries presenting specific risks and increase the number of risk-based audits. It will also be essential to address key challenges such as the fraud-proofing implementation system for the upcoming Horizon Europe Programme.

Furthermore, in order to prevent and detect fraud, a robust, efficient and effective control strategy for Horizon Europe will be established.

The Fraud Prevention and Irregularities in Research Committee (FAIR), chaired by R&I.B2-CAS, is the key forum for the coordination of the implementation of the RAFS and its Action Plan. It will remain central for the coordination between the Research and Innovation family members on anti-fraud matters during the planning period.

Lastly, in line with the second priority objective of the CAFS, i.e. coordination, cooperation and processes, DG Research and Innovation collaborates closely, via the CAS, with OLAF and the Research and Innovation family. Coordination meetings will continue to be organised by the CAS with all the Research and Innovation family services concerned, to ensure a harmonised follow-up of both common OLAF cases and the implementation of the OLAF financial recommendations.

Other fraud risks specific to DG Research and Innovation are addressed in its own 3rd Anti-Fraud Strategy, which was updated in July 2019 along with its Action Plan. It is fully aligned both with the CAFS and with the RAFS and it covers areas such as fraud risks related to financial instruments, procurement, expert management, internal fraud etc. Its Action Plan focuses on the need to raise awareness among DG Research and Innovation staff about the rules on ethics of the Commission, with a particular emphasis on possible conflicts of interests in the DG. As for the RAFS, the DG Research and Innovation Anti-Fraud Strategy will be updated if necessary and/or to reflect further updates of the CAFS.

D. Digital transformation and information management

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

Indicator 1: Degree of implementation of the digital solutions modernisation plan⁹

Source of data: Own data / assessment by Solution Owner and IT Investments Team

Baseline (2018)	Interim milestone (2020)	Target (2024)
59%	77%	87%

Indicator 2: Percentage of DG Research and Innovation's key data assets¹⁰ for which corporate principles for data governance¹¹ have been implemented

Source of data: Corda. (The ongoing preparatory efforts in view of the design and implementation of DG R&I Data Strategy include assembling a data map/catalogue, and will enable accurate measurement of the indicator as of 2021.)

Baseline (2019)	Interim milestone (2022)	Target (2024)
0%/Not defined	50%	80%

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

Source of data: EU Learn and Sysper

Baseline (2018)	Interim milestone (2020)	Target (2024)
0%	20% of staff (yearly targets:	100% of staff

⁹ The European Commission Digital Strategy (C(2018)7118) 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. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle - the progress achieved during the last year.

¹⁰ 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.

¹¹ This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the EC data inventory. In summary, this means that for each key data asset, services should assess if the following principles have been respected:

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

A data governance hub will shortly offer a single point of access on the intranet for related guidance and information. It will be complemented by further practical guidance in the course of 2020.

100% of newcomers and 20% of statutory and non-statutory staff trained)

Digital Workplace

The Commission's Digital Workplace Strategy, placed in the context of the Synergies & Efficiencies Review in the ICT Domain, implements the vision of providing staff with the right IT tools, platforms and services, enabling users to work and collaborate anywhere, anytime with a fit-for purpose security and optimising their work experience and productivity. It will be adaptive and flexible to incorporate different types of users, new behaviour and new technologies.

DG Research and Innovation aims to play a leading role in this domain, and to embrace fully the opportunities for new ways of working that have been made so apparent by the Covid-19 pandemic. It aims to stay at the forefront of corporate Digital Workplace strategies, and Human Resources strategies that will transform our workplace into the workplace of the future. In these discussions, the DG will insist on alignment of those strategies with the Green Deal and with activities aimed at greening the Commission.

Digital solutions

With Horizon 2020 and the setting up of the Common Implementation Centre, simplification and harmonisation turned into a policy goal. Gradually, harmonised business processes and IT tools were deployed to cover fully electronically all stages of the grant lifecycle via eGrants and the Funding & Tenders Portal as the one-stop shop for applicants and beneficiaries.

Today eGrants has automated processes from publication through submission, evaluation, grant agreement preparation, project follow-up, payments, closure of projects to complete support to ex-post audits, interaction with external audit firms and implementation of any audit findings. It further covers selection, contracting and payment to experts as well as validation of all the beneficiaries. This digitalisation progressed through full on-line documentation and remote training. This evolution has proven essential for business continuity during the Covid-19 crisis, when all IT tools and services were up and running seamlessly.

This success led to the decision to provide by the start of the next MFF, a fully electronic management of all centrally managed EU funding programmes. The on-boarding of programmes beyond Horizon 2020 started by aligning the requirements of these programmes with the procedures and IT tools in place. The implementation of the eGrants suite of IT tools evolved from an R&I tool to a corporate endeavour for the next MFF.

As such, eGrants is contributing to the Digital Transformation of the Commission, with a high visibility to the external stakeholders. These IT tools will be further developed by exploring all possibilities arising from data mining and artificial intelligence. This will release their full potential, for instance in terms of support to policy making as technologies

today allow harvesting information from large corpus of unstructured or semi-structured documents, even across programmes. Users will enjoy additional services, for example in the selection of suitable experts, the creation of research portfolios, or the classification of projects according to their contribution towards the Sustainable Development Goals.

Data assets

With the 2019 reorganisation, DG R&I has enshrined the priority for Data, Information and Knowledge Management in its core structure, creating a unit dedicated to a large extent to these activities (The Common data and Knowledge service R&I.B6). DG R&I is designing its Data Strategy and Knowledge Management Strategy in full alignment with the Corporate Data strategy and the Commission's [2020-2021 work programme](#) on data, information and knowledge management, including:

- putting transparency and data sharing/interoperability at the forefront (e.g. extended Horizon Dashboard);
- promoting the use of data for Policymaking, in the Commission but also throughout Europe (e.g. European Data for R&I Policy Initiative);
- contributing to the corporate initiative on the Country Knowledge;
- working very closely with the corporate One Stop Shop, developing, for instance, one of the Teams/M365 pilot receiving Strong support from the corporate deployment team, at the crossroads of Knowledge Management and Feedback to Policy;
- collecting, curating and managing Framework Programme data, and linking them to external data such as publication, patent or company data.

Data protection

DG Research and Innovation aims at implementing privacy by default and privacy by design in its business processes and IT systems, thereby contributing to the digital transformation of a data-driven Commission whilst guaranteeing high standards of compliance with Regulation (EU) 1725/2018. To this end, DG Research and Innovation encourages and develops awareness-raising training and actions for its statutory and non-statutory staff, including its IT intra-muros prestataires, whilst designing its processes and IT systems respectfully of the principles of necessity, data minimisation, risk management and confidentiality.

E. Sound environmental management

DG R&I is an active contributor in the EMAS (EU Eco-management and audit) scheme, with notable successes in particular at the level of reduction of paper-use. The current global attention for Climate Change and the adoption of the European Green Deal has given fresh impetus and energy to these greening efforts. The work on EMAS, combined with results of a bottom-up initiative 'R&I Greeninnovate' in late-2019, have allowed to formulate a consolidated ten-point action plan, in which three categories of initiative are proposed.

The first category covers actions with a significant, direct and measurable impact on Green House Gas (GHG) emissions. Building on the fresh experience of COVID-19, these actions aim at the substitution of physical missions, meetings, and transactions with external

stakeholders by their virtual equivalents. DG R&I is already committing to investing around 1.8M€ in the necessary technology. Furthermore, under the motto of ‘sustainable events and conferences’, the 2020 R&I Days will be an exclusively virtual event, thereby avoiding air-travel for thousands of stakeholders.

The second category covers actions that have smaller, but measurable impact, predominantly in the EMAS frame. Actions focus on waste-reduction and waste-separation, on commuting, and on reduction of circulation of physical newspapers and scientific/ research journals.

The third category addresses the crucial area of awareness-raising, volunteering and staff engagement. Actions in this category may not have major and quantifiable impacts, but they provide ample space for individual / collective enthusiasm and bottom-up initiatives.

In addition to a variety of smaller actions in the third category, in 2020 DG R&I will specifically focus on the following bigger and more tangible outputs:

1. Reducing emissions (Corporate EMAS Indicator 2)

In cooperation with SCIC, the installation of web / video conferencing equipment in meeting rooms and management offices, with the objective of significantly reducing travel-related GHG emissions.

2. Waste separation (Corporate EMAS Indicator 3c)

Installation of waste sorting stations in collaboration with OIB in all floors of the ORBN building.

3. Phasing out remaining paper circulations (Corporate EMAS Indicator 3c)

Move exclusively to electronic distribution – subject to availability of suitable business models by the publishers – of newspapers, periodicals and scientific journals.

DG Research and Innovation will promote the EMAS corporate campaigns at local level and identify local environmental actions in order to support the Commission’s commitment to implement the objectives of the Green Deal for its own administration, including becoming climate neutral by 2030.

In this context, DG Research and Innovation will focus on the following priority themes:

1. More efficient use of resources (Corporate EMAS Indicator 1a)

- DG R&I will continue its efforts in the area of efficient use of resources. This includes awareness actions about energy and water-savings, elimination of remaining paper workflows, etc. Specifically, during 2020 and 2021, insofar as it is possible and subject to available business models, the DG will phase out all circulation of physical newspapers, periodicals and scientific journals.

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2. Reducing emissions (Corporate EMAS Indicator 2)

- DG R&I is investing in the installation of web / video conferencing facilities in all its meeting rooms and management offices, in cooperation with SCIC. These installations will allow the substitution of a significant number of missions and of meetings with external and Member-State counterparts by their virtual equivalents. It is expected that by the end of 2020 about 50% of the installation work will be completed, with the remainder done in 2021. Building on this, the DG will continue to pilot activities in the same area with the objective of reducing air-travel related GHG emissions.
- In the area of sustainable events and conferences, and driven by the COVID-19 situation, the annual Research and Innovation Days (R&I days) in 2020 will be organised as an entirely virtual event. The GHG savings - some 10.000 participants are expected - will be significant. This event will then also serve as a model for future events and conferences.

3. Reducing and managing waste – Waste separation (Corporate EMAS Indicator 3c)

- DG R&I, in 2020, will complete the installation of waste-sorting stations, in a direct effort to improve general compliance with the EMAS target. This will be accompanied by communication activities and awareness campaigns, in collaboration with OIB.

4. Green Public Procurement

- Rolling out the eProcurement corporate tools which allow the electronic reception and opening of tenders and also for procedures on reopening of competition under existing framework contracts (as soon as the IT developments make it possible).
- Implementation of the Qualified Electronic signature as soon as it is available for DG R&I.
- Awareness training on Green Procurement to be followed by all the staff of the public procurement team.

ANNEX: Performance tables

General objective 1: A EUROPEAN GREEN DEAL

Specific objective 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources	Related to spending programme(s): FP7, Horizon 2020, Horizon Europe, EURATOM
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Result indicator 1: Number of newly reported Intellectual Property Rights (IPRs) applications from Horizon projects addressing the European Green Deal per year

Explanation: Framework programme projects are classified according to specific EU policy priorities pursued. This indicator is informed through a portfolio analysis of IPRs applications generated by funded projects contributing to the European Green Deal, also beyond the project duration. The indicator takes into account the time-lag involved in producing and reporting on research and innovation results and hence includes also the results of the past Framework Programmes. This indicator relates to Horizon Europe Key Impact Pathway 4.

The baseline is calculated based on IPR applications reported in 2019, using FP7 and Horizon 2020 project classification. The portfolio of projects is built using the following thematic priority tags: “biotechnology”, “climate action, environment, resource efficiency and raw materials”, “food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy”, “secure, clean and efficient energy” and “smart, green and integrated transport”. Due to ongoing methodological developments related to automatic project classification baseline value might be revised in 2021.

Source of data: Horizon Dashboard, <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard>

Baseline (2019)	Interim milestone (2022)	Target (2024)
49	Higher than 2019 baseline	Higher than 2019 baseline
Indicator on simplification and burden reduction¹²		

Result indicator 2: Number of newly reported scientific publications from Horizon projects addressing the European Green Deal per year

Explanation: Framework programme projects are classified according to specific EU policy priorities pursued. This indicator is informed through a portfolio analysis of scientific publications generated by funded projects contributing to the European Green Deal, also beyond the project duration. The indicator takes into account the time-lag involved in producing and reporting on research and innovation results and hence includes also the results of the past Framework Programmes. This indicator relates to Horizon Europe Key Impact Pathway 4.

The 2019 baseline is calculated based on scientific publications reported in 2019, using FP7 and Horizon 2020 project classification. The portfolio of projects is built using the following thematic priority tags: “biotechnology”, “climate action, environment, resource efficiency and raw materials”, “food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy”, “secure, clean and efficient energy” and “smart, green and integrated transport”. Due to ongoing methodological developments related to automatic project classification baseline value might be revised in 2021.

¹² Applicable for law-making policy areas

Source of data: Horizon Dashboard, <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard>

Baseline (2019)	Interim milestone (2022)	Target (2024)
6 120	Higher than 2019 baseline	Higher than 2019 baseline
Indicator on simplification and burden reduction¹³		

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

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

Result indicator 3: Proportion of climate related spending (climate mainstreaming) in Horizon Europe spending

Explanation: The Framework programme legal base estimates devoting at least 35% of budget across the programme to climate action. The value for this indicator is based on the tagging of Horizon projects using the OECD RIO-Marker methodology (EC wide approach). It is computed cumulatively. Additional data from ad-hoc reporting might be used to complement data available in CORDA.

Source of data: CORDA Reporting, https://webgate.ec.testa.eu/RTD_CORDA_BI_REPORTING/BOE/BI

Baseline (2019)	Interim milestone (2022)	Target (2024)
29 %	35%	35%
Indicator on simplification and burden reduction¹⁴		

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

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

Result indicator 4: Share of Horizon Europe Green Deal related projects where citizens and end-users contribute to the co-creation of R&I content

Explanation: Horizon Europe aims at strengthening the uptake of research and innovation in society. To do so, funded projects are expected to involve citizens and end-users in co-creation of R&I projects, increasing their relevance, as well as the awareness and uptake of the project's outputs. This is a leading indicator capturing to what extent the projects and their results are co-created with citizens and end-users. Data related to the roles of partners (incl. citizen) in the projects will be requested for all Horizon Europe projects. This indicator relates to Horizon Europe Key Impact Pathway 6. Baseline values and targets might be refined by an ongoing study aiming at identifying the most appropriate data sources, methodologies for baseline computation and possible targets.

¹³ Applicable for law-making policy areas

¹⁴ Applicable for law-making policy areas

Source of data: Horizon Dashboard, <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard>

Baseline (average 2014-2019)	Interim milestone (2022)	Target (2024)
11% (value for the whole FP)	Higher than value	Higher than value
<p>Result indicator 5: Progress towards R&I missions' targets related to the European Green Deal</p> <p>Explanation: Horizon Europe incorporates research and innovation missions to increase the effectiveness and impact of funding by pursuing clearly defined targets. Mission Boards are advising Commission on defining the targets and milestones of each mission, including the ones related to the European Green Deal.</p> <p>Source of data: to be indicated on the later stage in 2020</p>		
Baseline (2020)	Interim milestone (2022)	Target (2024)
0	Higher than 2020 baseline	Higher than 2020 baseline
Indicator on simplification and burden reduction¹⁵		

¹⁵ Applicable for law-making policy areas

General objective 2: A EUROPE FIT FOR THE DIGITAL AGE

The three following specific objectives with relevant results indicators cover the broad spectrum of R&I activities contributing to the ‘Europe fit for the Digital Age’ general objective:

Specific objective 2.1: High-quality science, knowledge and innovative solutions facilitate a digital transition in Europe, including a new European approach to Artificial Intelligence		Related to spending programme(s): FP7, Horizon 2020 and Horizon Europe
Result indicator 6: Number of newly reported Intellectual Property Rights (IPRs) applications from Horizon projects addressing the digital transition in Europe per year		
<p>Explanation: Framework programme projects are classified according to specific EU policy priorities pursued. This indicator is informed through a portfolio analysis of IPR applications generated by funded projects contributing to the EU Digital priority, also beyond the project duration. The indicator takes into account the time-lag involved in producing and reporting on research and innovation results and hence includes also the results of the past Framework Programmes. This indicator relates to Horizon Europe Key Impact Pathway 4.</p> <p>The baseline is calculated based on IRP applications reported in 2019, using FP7 and Horizon 2020 project classification. The portfolio of projects is built using the following thematic priority tags: “ICT”, “INTNET” and “SPACE”. Due to ongoing methodological developments related to automatic project classification baseline value might be revised in 2021.</p> <p>Source of data: Horizon Dashboard, https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
50	Higher than 2019 value	Higher than 2019 value
Result indicator 7: Number of newly reported scientific publications from Horizon projects addressing the digital transition per year		
<p>Explanation: Framework programme projects are classified according to specific EU policy priorities pursued. This indicator is informed through a portfolio analysis of scientific publications generated by funded projects contributing to the EU Digital priority, also beyond the project duration. The indicator takes into account the time-lag involved in producing and reporting on research and innovation results and hence includes also the results of the past Framework Programmes. This indicator relates to Horizon Europe Key Impact Pathway 4.</p> <p>The baseline is calculated based on scientific publications reported in 2019, using FP7 and Horizon 2020 project classification. The portfolio of projects is built using the following thematic priority tags: “ICT”, “INTNET” and “SPACE”. Due to ongoing methodological developments related to automatic project classification baseline value might be revised in 2021.</p> <p>Source of data: Horizon Dashboard, https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
3 481	Higher than 2019 baseline	Higher than 2019 baseline

Indicator on simplification and burden reduction¹⁶		
<p>Result indicator 8: Amount of public and private investment mobilised with the initial Framework Programme investment (leverage ratio) towards the GDP for R&D 3% target</p> <p>Explanation: Horizon is leveraging investments for research and innovation in Europe. This indicator captures the other investments mobilised with the initial investment from the projects' partners to support project execution. This indicator relates to Horizon Europe Key Impact Pathway 9. 2019 baseline value is calculated based on average 70% co-funding rate in Horizon 2020. The 2019 is interpreted as: each EUR invested by the Framework Programme mobilises additional EUR 40 cents towards the initial investment from the projects' partners to support project execution. Due to ongoing methodological developments related to leverage baseline value might be revised in 2021.</p> <p>Source of data: Horizon Dashboard, https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
1 : 0.4	Higher than 2019 baseline	Higher than 2019 baseline
Indicator on simplification and burden reduction¹⁷		

Specific objective 2.2: The revitalised European Research Area sets directions for societal, economic and ecological transitions in Europe and contributes to spreading excellence, closing research and innovation gap and working out a common global response to emerging challenges		Related to spending programme(s): Horizon 2020, Horizon Europe
<p>Result indicator 9: Number of researchers accessing European research infrastructures, including e-infrastructures, supported through the Framework Programme</p> <p>Explanation: The European approach to research infrastructures has made remarkable progress in recent years with the implementation of the European Strategy Forum on Research Infrastructures (ESFRI) roadmap, integrating and opening national research facilities and developing e-infrastructures underpinning a digital European Research Area. The networks of research infrastructures across Europe strengthen its human capital base by providing world-class training for a new generation of researchers and engineers and promoting interdisciplinary collaboration. This indicator captures the extent to which researchers access and use these infrastructures. The value computed is cumulative.</p> <p>Source of data: Internal Horizon Dashboard, http://intragate.ec.europa.eu/rtd-apps/webcorda/dashboard/kpi.cfm</p>		
Baseline (August 2020)	Interim milestone (2022)	Target (2024)

¹⁶ Applicable for law-making policy areas

¹⁷ Applicable for law-making policy areas

114 319 (of which 102949 having access through e-Infrastructures)	Higher than 2020 baseline	Higher than 2020 baseline
<p>Result indicator 10: Share of researchers from widening countries researchers' population involved in the Framework Programme per year</p> <p>Explanation: ERA's aims to fully exploiting the potential of Europe's talent pool. The differences in research and innovation performance among Member States are determined by a multitude of factors beyond the influence of the Framework Programme, such as the national priorities, the level of private and public investments, the availability and quality of infrastructures, human capital and skills, etc. requiring tailored policy mixes in Member States in line with each country's specific challenges. Widening participation in the EU Framework Programme is a shared responsibility to be addressed nationally and at EU level in a complementary and synergetic way whilst respecting the principles and role of each level and the measures used. This indicator captures both elements, by putting in perspective the participation to the Framework Programmes with the national efforts to increase the researchers' population at the national level. The indicator is based on self-declaration by the beneficiary organisations about their workforce composition, disaggregated by researcher/non-researcher personnel. The baseline is a proxy using data covering EU R&I lower performing countries because the data needed to normalise is only available for these countries. Further refinement of the indicator is to be expected by end 2021 with the operationalisation of Key Impact Pathways framework and the adoption in the new R&I Framework Programme of an enhanced methodology to link the researchers to the projects in which they are involved: a new and more accurate value for the current baseline might be provided at that moment.</p> <p>Source of data: Internal Horizon Dashboard, http://intragate.ec.europa.eu/rtd-apps/webcorda/dashboard/results.cfm and EUROSTAT https://ec.europa.eu/eurostat/statistics-explained/index.php/R_%26_D_personnel</p>		
Baseline (2017)	Interim milestone (2022)	Target (2024)
8,9%	Higher than 2017 baseline	Higher than 2017 baseline
Indicator on simplification and burden reduction¹⁸		

¹⁸ Applicable for law-making policy areas

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

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

Result indicator 11: Share of funds allocated to SMEs in Horizon projects per year

Explanation: Horizon projects systematically flag support given to SMEs. This indicator is informed through a portfolio analysis of scientific and innovation funded projects, signed in a year. It measures the share of the total EU contribution that is allocated to SMEs.

Source of data: Horizon Dashboard, <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard>

Baseline (2019)	Interim milestone (2022)	Target (2024)
18.38%	Higher than 2019 value	Higher than 2019 value
Indicator on simplification and burden reduction¹⁹		

¹⁹ Applicable for law-making policy areas

General objective 3: AN ECONOMY THAT WORKS FOR PEOPLE

The following specific objective with relevant result indicator covers the broad spectrum of R&I activities contributing to the ‘Economy that works for the people’ objective.

Specific objective 3.1: Research and innovation actions, increased R&I investments and the R&I component of the European Semester boost economic growth and jobs creation		Related to spending programme(s): Horizon 2020, Horizon Europe
Result indicator 12: FTE jobs supported in entities involved in Horizon projects per year		
<p>Explanation: Horizon Programmes are expected to generate more and better jobs, initially in the projects, and then through the exploitation of the outputs and their diffusion in the economy. This indicator captures the evolution of the number of full-time equivalents jobs involved in Horizon projects. This indicator relates to Horizon Europe Key Impact Pathway 8. It is based on the aggregated sum (divided by 12) of the person/month effort declared by the beneficiaries as spent in the already implemented work packages (from continuous reporting). The methodology for the indicator might be updated in the future to reflect the approach taken in the Horizon Europe Key Impact Framework.</p>		
<p>Source of data: CORDA Reporting, https://webgate.ec.testa.eu/RTD_CORDA_BI_REPORTING/BOE/BI</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
97,524.94 FTEs	Higher than baseline	Higher than baseline
Indicator on simplification and burden reduction²⁰		

²⁰ Applicable for law-making policy areas

General objective 4: A STRONGER EUROPE IN THE WORLD

The following specific objective with relevant result indicator cover the broad spectrum of R&I activities contributing to the ‘Stronger Europe in the world’ objective.

Specific objective 4.1: Regional research and innovation strategies and broader association policy contribute to promoting common European R&I values and creating a global Research and Innovation Space		Related to spending programme(s): Horizon 2020, Horizon Europe
Result indicator 13: Share of scientific international co-publications funded by the Framework Programme		
<p>Explanation: This indicator provides an estimate of the extent of international scientific cooperation in projects funded by the Framework Programme. It focuses on international co-publications, i.e. scientific publications that include both authors whose affiliation is placed in an EU country and authors whose affiliation is based in a non-EU country. The baseline is provided for 2018. Ongoing methodological developments related to enriching internal datasets with external ones (e.g. Scopus) should lead to refining the baseline value in 2021.</p> <p>In order to obtain a more complete picture of the extent of international cooperation, this indicator will be contextualised with information related to the overall participation of organisations from third countries in the projects funded by the Framework Programme.</p> <p>Source of data: CORDA Reporting, https://webgate.ec.testa.eu/RTD_CORDA_BI_REPORTING/BOE/BI and Scopus https://www.scopus.com/search/form.uri?display=basic</p>		
Baseline (2018)	Interim milestone (2022)	Target (2024)
41%	Higher than 2018 baseline	Higher than 2018 baseline
Indicator on simplification and burden reduction²¹		

²¹ Applicable for law-making policy areas

General objective 5: PROMOTING OUR EUROPEAN WAY OF LIFE

The following specific objectives with relevant result indicators cover the broad spectrum of the R&I activities contributing to the ‘Promoting our European way of life’:

Specific objective 5.1: Research and Innovation develop and deploy solutions, technologies and innovations to tackle emerging threats and improve crisis preparedness		Related to spending programme(s): FP7, Horizon 2020, Horizon Europe
Result indicator 14: Number of newly reported Intellectual Property Rights (IPR) applications from Horizon projects tackling emerging threats and improving EU crisis preparedness and resilience per year		
<p>Explanation: Framework programme projects are classified according to specific EU policy priorities pursued. This indicator is informed through a portfolio analysis of IPR applications generated by funded projects contributing to tackling emerging threats and improving EU crisis preparedness and resilience, also beyond the project duration. The indicator takes into account the time-lag involved in producing and reporting on research and innovation results and hence includes also the results of the past Framework Programmes. This indicator relates to Horizon Europe Key Impact Pathway 4.</p> <p>The baseline is calculated based on IPR applications reported in 2019, using FP7 and Horizon 2020 project classification. The portfolio of projects is built using the following thematic priority tags: “SECURITY” for H2020 and “SEC” for FP7. Due to ongoing methodological developments related to automatic project classification baseline value might be revised in 2021.</p> <p>Source of data: Internal Horizon Dashboard, http://intragate.ec.europa.eu/rtd-apps/webcorda/dashboard/ and RESPIR http://intragate.ec.europa.eu/rtd-apps/webcorda/index.cfm?page=reportsFP7projectReporting</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
4	Higher than baseline	Higher than baseline
Indicator on simplification and burden reduction²²		
Result indicator 15: Number of newly reported scientific publications from Horizon projects addressing the emerging threats and improving EU crisis preparedness and resilience per year		
<p>Explanation: Framework programme projects are classified according to specific EU policy priorities pursued. This indicator is informed through a portfolio analysis of scientific publications generated by funded projects contributing to tackling emerging threats and improving EU crisis preparedness and resilience, also beyond the project duration. The indicator takes into account the time-lag involved in producing and reporting on research and innovation results and hence includes also the results of the past Framework Programmes. This indicator relates to Horizon Europe Key Impact Pathway 4. The baseline is calculated based on publications reported in 2019, using FP7 and Horizon 2020 project classification. The portfolio of projects is built using the following thematic priority tag: “SECURITY”. Due to ongoing methodological developments related to automatic project classification baseline value might be revised in 2021.</p>		

²² Applicable for law-making policy areas

Source of data: Horizon Dashboard, https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-dashboard		
Baseline (2019)	Interim milestone (2022)	Target (2024)
541	Higher than baseline	Higher than baseline
Indicator on simplification and burden reduction²³		

Specific objective 5.2: Research and innovation support the European health initiatives including the European plan to fight cancer		Related to spending programme(s): FP7, Horizon 2020, Horizon Europe
Result indicator 16: Number of newly reported scientific publications from Horizon projects addressing health per year		
<p>Explanation: Framework programme projects are classified according to specific EU policy priorities pursued. This indicator is informed through a portfolio analysis of scientific publications generated by funded projects contributing to Health, also beyond the project duration. The indicator takes into account the time-lag involved in producing and reporting on research and innovation results and hence includes also the results of the past Framework Programmes. This indicator relates to Horizon Europe Key Impact Pathway 4. The baseline is calculated based on publications reported in 2019, using FP7 and Horizon 2020 project classification. The portfolio of projects is built using the thematic priority tag "HEALTH". Due to ongoing methodological developments related to automatic project classification baseline value might be revised in 2021.</p>		
Source of data: CORDA, http://intragate.ec.europa.eu/rtd-apps/webcorda/dashboard/		
Baseline (2019)	Interim milestone (2022)	Target (2024)
3 067	Higher than baseline	Higher than baseline
Indicator on simplification and burden reduction²⁴		

²³ Applicable for law-making policy areas

²⁴ Applicable for law-making policy areas

General objective 6: A NEW PUSH FOR EUROPEAN DEMOCRACY

The following specific objectives with relevant result cover the broad spectrum of R&I activities contributing to the ‘New push for European democracy’ objective:

Specific objective 6.1: European research and innovation support citizens’ involvement, social inclusion and equalities in Europe, including through communication of the European research and innovation added value		Related to spending programme(s): Horizon 2020, Horizon Europe
Result indicator 17: Number of participants to the policy conference of the R&I Days		
<p>Explanation: European Research and Innovation Days is the European Commission’s annual flagship event bringing together stakeholders, citizens and policy makers to debate and shape the future R&I landscape. Its goal is to achieve an increasing quantity and quality of citizens’ engagement, through intensive policy co-design activities, as well as to increase citizens’ awareness of R&I success stories, the impact of research and innovation achievements on citizens’ lives and the overall added value of the European R&I policy. The result indicator reflects the number of participants to the policy session of the R&I Days. It will be complemented by monitoring the quantity of policy co-design sessions and bottom-up discussions with citizens, as well as the event’s reach and impact on both traditional and social media.</p>		
Source of data: R&I days Final report_ (Communication unit)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
3.874 participants of the policy conference	7 000	8 000
Result indicator 18: Number and share of female researchers in total number of researchers participating to Horizon projects per year		
<p>Explanation: The promotion of gender equality is a strong commitment of Horizon Programmes. Balanced participation between women and men in research activities at different stages of the cycle is encouraged. This indicator informs on the number and share of female researchers in total number of researchers participating to Horizon projects declared in the project reports for the corresponding year. The progress on increasing a number female researchers in R&I Framework programmes will be supported among others by monitoring the number of gender plans provided by beneficiaries and the number of female coordinators of the projects.</p>		
Source of data: Internal Horizon Dashboard, http://intragate.ec.europa.eu/rtd-apps/webcorda/dashboard/results.cfm		
Baseline (2019)	Interim milestone (2022)	Target (2024)
17 258 (35.5 %)	40%	45%
Indicator on simplification and burden reduction²⁵		

²⁵ Applicable for law-making policy areas

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

<p>Specific objective 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</p>		<p>Related to spending programme(s): Horizon 2020, Horizon Europe</p>
<p>Result indicator 19: Level of overall satisfaction with the services and tools provided by the CIC.</p>		
<p>Explanation: Customer survey launched via EU Survey to staff in the Commission and Executive Agencies involved in programmes within the corporate mandate of the CIC. The survey will consist of closed questions, including one summary question, and space for open comments. The indicator will be based on the percentage of respondents 'agreeing' or 'tending to agree' with the summary statement about the overall delivery of the CIC in terms of harmonisation, simplification, and efficiency. A survey was first conducted in 2017, with a second edition scheduled for the end of 2020. .</p>		
<p>Source of data: Customer survey launched via EU Survey to staff in the Commission and Executive Agencies</p>		
<p>Baseline The percentage of respondents with a positive view of CIC (CSC) services in a survey (2017)</p>	<p>Interim milestone (2022)</p>	<p>Target (2024)</p>
56%	Higher than the 2017 baseline	66%
<p>Indicator on simplification and burden reduction²⁶</p>		
<p>Result indicator 20: Timely adoption of Horizon Europe strategic plan and work programmes</p>		
<p>Explanation: This indicator will measure the timely adoption of the Horizon Europe strategic plan, work programmes and their amendments, allowing an effective and efficient planning and programming of the Horizon Europe programme.</p>		
<p>Source of data: Horizon Europe legal base.</p>		
<p>Baseline (2019)</p>	<p>Interim milestone (2022)</p>	<p>Target (2024)</p>
Not applicable	1st Strategic Plan and first work programme adopted.	2nd Strategic Plan and first work programme adopted.
<p>Indicator on simplification and burden reduction²⁷</p>		

²⁶ Applicable for law-making policy areas

²⁷ Applicable for law-making policy areas