



2017

Annual Activity Report

Annexes

**Innovation and
Networks Executive
Agency**

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ANNEX 1: STATEMENT OF THE RESOURCES DIRECTOR

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

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

Brussels, 23.03.2018

Paloma Aba Garrote

(e-signed)

¹ Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission; SEC(2003)59 of 21.01.2003.

ANNEX 2: REPORTING – HUMAN RESOURCES, BETTER REGULATION, INFORMATION MANAGEMENT AND EXTERNAL COMMUNICATION

Human Resources

Objective: INEA deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Indicator 1: Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey

Baseline (2016)	Target	Latest known result
49.2%	65% through the implementation of the fit@work programme	49.2% (a new staff survey will be carried out in 2018).

Indicator 2: Staff engagement index

Source of data: Commission staff survey

Baseline (2016)	Target	Latest known result
68.2%	75% through all actions deriving from the HR strategy	68.2% (a new staff survey will be carried out in 2018).

Main outputs:

Output	Indicator	Target	State of play on 31/12/2017
Fit@work programme	Continue the development of actions in line with the fit@work strategy of the Commission	31/12/2017	2 nd edition of the Vitality week was organised in June. Velo mai campaign was organised in May and INEA finished at 4 th floor from all the Commission services and EAs.
Implementation of the HR Strategy	100% of the actions deriving from the HR strategy implemented all along the year	31/12/2017	81% of all actions were implemented. The actions such as Workload manual or Retention Policy will be delivered in 2018. As follow-up of the Staff Survey 2016, an action plan was prepared covering areas to further develop career development and

			<i>mobility, well-being and learning and development. 89% of the actions were delivered: prior internal publication of vacant posts, publication of internal call for expression of interest for the available posts, organisation of the Vitality week, launch of the job-shadowing or Back to school programme.</i>
<i>Implementation of the L&D Framework Strategy</i>	<i>Continue to develop the priorities outlined in the LDF to support the Agency mission and the development of staff.</i>	<i>31/12/2017</i>	<i>2017 L&D programme was adopted in January and actions such as away days of Department C and H, operational welcome days or communication courses were delivered. A PM2 certification programme was redesigned and was delivered in autumn.</i>

Information Management

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable			
Indicator 1: Percentage of registered documents that are not filed² (ratio)			
Source of data: Hermes-Ares-Nomcom (HAN) statistics			
Baseline (2016)	Target	Latest known result	
0,28%	0%	0,18%	
Indicator 2: Number of HAN files readable/accessible by all units in the EA			
Source of data: HAN statistics			
Baseline (2016)	Target	Latest known result	
85%	85%	90,32%	
Indicator 3: Number of HAN files shared with other DGs			
Source of data: HAN statistics			
Baseline (2016)	Target	Latest known result	
16%	15 %	10.95%	
Main outputs in 2017:			
Output	Indicator	Target	State of play on 31/12/2017
<i>Total n° of Ares</i>	<i>N° of paperless Ares</i>	20 %	52,4% ³

² Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

³ Since by default Ares signatories are paperless and one has to check a box in Ares to indicate a paper signatory, the percentage might be inaccurate since staff do not always checks this box when launching the

signatories	signatories		
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Communication activities

Objective 1: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator 1: Percentage of EU citizens having a positive image of the EU

Source of data: Standard Eurobarometer

Baseline: November 2014	Target: 2020	Latest known result ⁴
Total 'Positive': 39%	Positive image of the EU \geq 50%	Total 'Positive': 40%
Neutral: 37 %		Neutral: 37 %
Total 'Negative': 22%		Total 'Negative': 21%

Main outputs in 2017:

Output	Indicator	Target	Latest known result
Increased promotion of funding opportunities provided by the EU as a positive contribution to citizens	People reached <i>Source of data: Web statistics, social media statistics, information day attendance, including web streaming, as well as statistics from participation to other events</i> <i>Baseline (2016): 11,096,659</i>	$\geq 12,000.000$	24,543,627 ⁵
Widened participation in calls for proposals	% newcomers to the information days <i>Source of data: Feedback forms</i> <i>Baseline (2016):</i>	$\geq 30\%$	56%

e-signatory.

⁴ Standard Eurobarometer 88 - Autumn 2017

⁵ Figure is missing for Video on demand requests from H2020 Transport Info Day

	58.2%		
Increased visibility of project results and successes	<p>People reached</p> <p>Web statistics, publications distributed, event statistics from parent DGs if available (Social media statistics will be included as from 2017)</p> <p>Baseline (2016): 120,724.00</p>	≥ 130,000.00	3,0891,929
Increased engagement of beneficiaries and stakeholders	<p>Satisfaction rate of participants for the information day</p> <p>Source of data: Feedback forms. Baseline (2016): 92%</p> <p>Twitter (potential reach)</p> <p>Source of data: Twitter stats per call/ hashtag. Baseline: (2016)</p> <ul style="list-style-type: none"> • 3,785 tweets • 10,844,101 reach <p>Number of people finding content they were looking for on the website</p> <p>Source of data: Online survey. Baseline (2016): 63%</p>	<p>≥ 95%</p> <p>≥ 12,000,000</p> <p>≥ 75%</p>	<p>88%⁶</p> <p>66,900,000</p> <p>99.8%</p>

⁶ Overall figure is lower due to dissatisfaction with long queues for H2020 causing delays for registration/security in CHAR.

Annual communication spending:		
Baseline (2016)	Estimated commitments (2017)	Latest known result
€ 270,584.61	€ 551,300.00 amended to €377,000.00	€357,329.05

ANNEX 3: DRAFT ANNUAL ACCOUNTS AND FINANCIAL REPORT

Annex 3 Financial Reports - INEA - Financial Year 2017

Administrative Budget

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis : Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2017 (in Mio €)				
Chapter		Commitment appropriations authorised *	Commitments made	%
		1	2	3=2/1
Title 1 STAFF EXPENDITURES				
1111	Temporary agents	7.61	7.61	100.00 %
1121	Contract agents	9.85	9.84	99.95 %
1131	Interim and trainees	0.40	0.40	100.00 %
1211	Medical services	0.10	0.10	100.00 %
1221	Training	0.18	0.18	100.00 %
1231	Administration of staff	0.21	0.21	98.92 %
1241	Recruitment	0.04	0.04	100.00 %
1251	Representation & internal meetings	0.01	0.01	100.00 %
1261	Other social expenditure	0.60	0.60	99.65 %
Total Title 1		18.99	18.98	99.95%
Title 2 INFRASTRUCTURE & OPERATING EXPENDITURE				
2111	Rental of building	2.13	2.13	99.99 %
2121	Charges of the building	1.05	1.05	100.00 %
2211	Hardware and software	0.27	0.27	100.00 %
2221	ICT Services	0.50	0.50	100.00 %
2311	Furniture & technical installations & handling & r	0.14	0.14	99.87 %
2321	Office supplies & archive & subscription & corresp	0.08	0.08	100.00 %
2331	Other expenditure related to work environment	0.01	0.01	100.00 %
Total Title 2		4.18	4.18	99.99%
Title 3 PROGRAMME SUPPORT EXPENDITURE				
3111	Missions and related expenditure	0.30	0.29	97.67 %
3121	Audit	0.13	0.13	100.00 %
3131	Operational related IT expenditure	0.37	0.36	97.63 %
3141	Communication & events & other Programme support e	0.38	0.36	94.82 %
Total Title 3		1.17	1.14	96.99%
TOTAL INEA		24.35	24.30122781	99.81 %

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

% Outturn on commitment appropriations

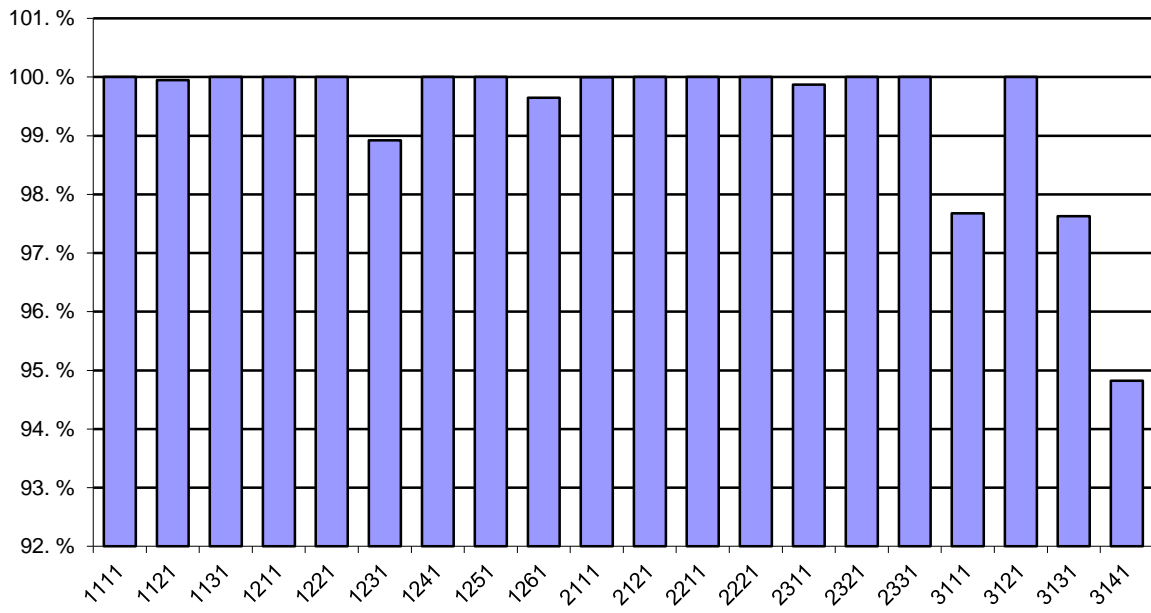


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2017 (in Mio €)				
Chapter		Payment appropriations authorised *	Payments made	%
		1	2	3=2/1
Title 1 STAFF EXPENDITURES				
1111	Temporary agents	7.61	7.61	100.00 %
1121	Contract agents	9.85	9.84	99.95 %
1131	Interim and trainees	0.46	0.35	76.15 %
1211	Medical services	0.14	0.08	54.80 %
1221	Training	0.24	0.14	59.93 %
1231	Administration of staff	0.22	0.20	94.00 %
1241	Recruitment	0.06	0.04	64.25 %
1251	Representation & internal meetings	0.01	0.00	52.41 %
1261	Other social expenditure	0.64	0.46	72.30 %
Total 1		19.22	18.73	97.45%
Title 2 INFRASTRUCTURE & OPERATING EXPENDITURE				
2111	Rental of building	2.13	2.13	99.99 %
2121	Charges of the building	1.25	0.95	75.98 %
2211	Hardware and software	0.29	0.17	58.35 %
2221	ICT Services	0.56	0.56	100.00 %
2311	Furniture & technical installations & handling & r	0.15	0.11	68.67 %
2321	Office supplies & archive & subscription & corresp	0.09	0.07	81.82 %
2331	Other expenditure related to work environment	0.01	0.01	100.00 %
Total 2		4.48	3.99	89.15%
Title 3 PROGRAMME SUPPORT EXPENDITURE				
3111	Missions and related expenditure	0.37	0.25	66.50 %
3121	Audit	0.21	0.08	38.50 %
3131	Operational related IT expenditure	0.60	0.37	61.49 %
3141	Communication & events & other Programme support e	0.49	0.32	64.29 %
Total 3		1.67	1.01	60.57%
TOTAL INEA		25.37	23.74	93.56 %

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

"% Outturn on payment appropriations"

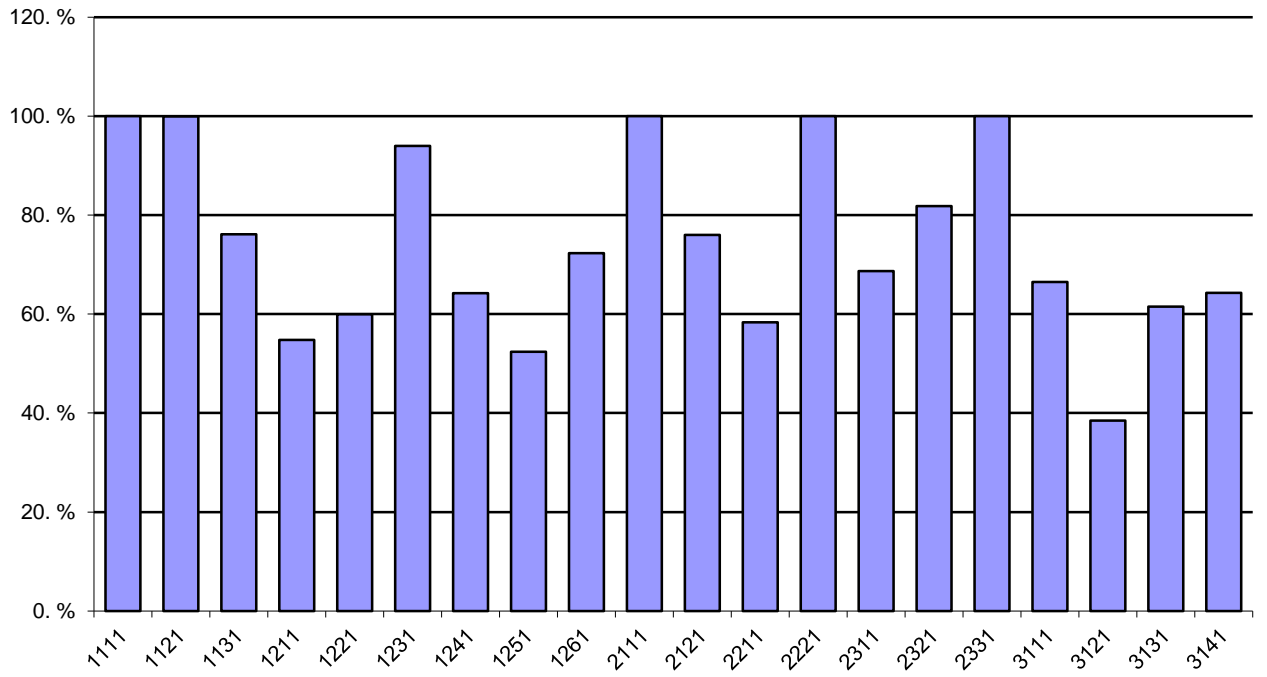


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (in Mio €)

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (in Mio €)					
Chapter		2017 Commitments to be settled			
		Commitments 2017	Payments 2017	RAL 2017	% to be settled
		1	2	3=1-2	4=1-2//1
Title 1 STAFF EXPENDITURES					
1111	Temporary agents	7.61	-7.61	0.00	0.00 %
1121	Contract agents	9.84	-9.84	0.00	0.00 %
1131	Interim and trainees	0.40	-0.30	0.11	26.45 %
1211	Medical services	0.10	-0.05	0.04	46.91 %
1221	Training	0.18	-0.10	0.07	42.24 %
1231	Administration of staff	0.21	-0.20	0.01	3.02 %
1241	Recruitment	0.04	-0.03	0.01	31.04 %
1251	Representation & internal meetings	0.01	0.00	0.00	47.59 %
1261	Other social expenditure	0.60	-0.42	0.17	29.07 %
Total 1		18.98	-18.56	0.42	2.22%
Title 2 INFRASTRUCTURE & OPERATING EXPENDITURE					
2111	Rental of building	2.13	-2.13	0.00	0.00 %
2121	Charges of the building	1.05	-0.79	0.26	25.00 %
2211	Hardware and software	0.27	-0.15	0.12	43.46 %
2221	ICT Services	0.50	-0.50	0.00	0.00 %
2311	Furniture & technical installations & handling & r	0.14	-0.10	0.04	28.63 %
2321	Office supplies & archive & subscription & corresp	0.08	-0.07	0.01	17.79 %
2331	Other expenditure related to work environment	0.01	-0.01	0.00	0.00 %
Total 2		4.18	-3.75	0.43	10.39%
Title 3 PROGRAMME SUPPORT EXPENDITURE					
3111	Missions and related expenditure	0.29	-0.20	0.10	32.75 %
3121	Audit	0.13	0.00	0.13	100.00 %
3131	Operational related IT expenditure	0.36	-0.15	0.21	58.16 %
3141	Communication & events & other Programme support e	0.36	-0.21	0.15	41.07 %
Total 3		1.14	-0.56	0.58	50.86%
TOTAL		24.30122781	-22.87	1.4343001	5.90 %

= "Breakdown of Commitments remaining to be settled (in Mio EUR)"

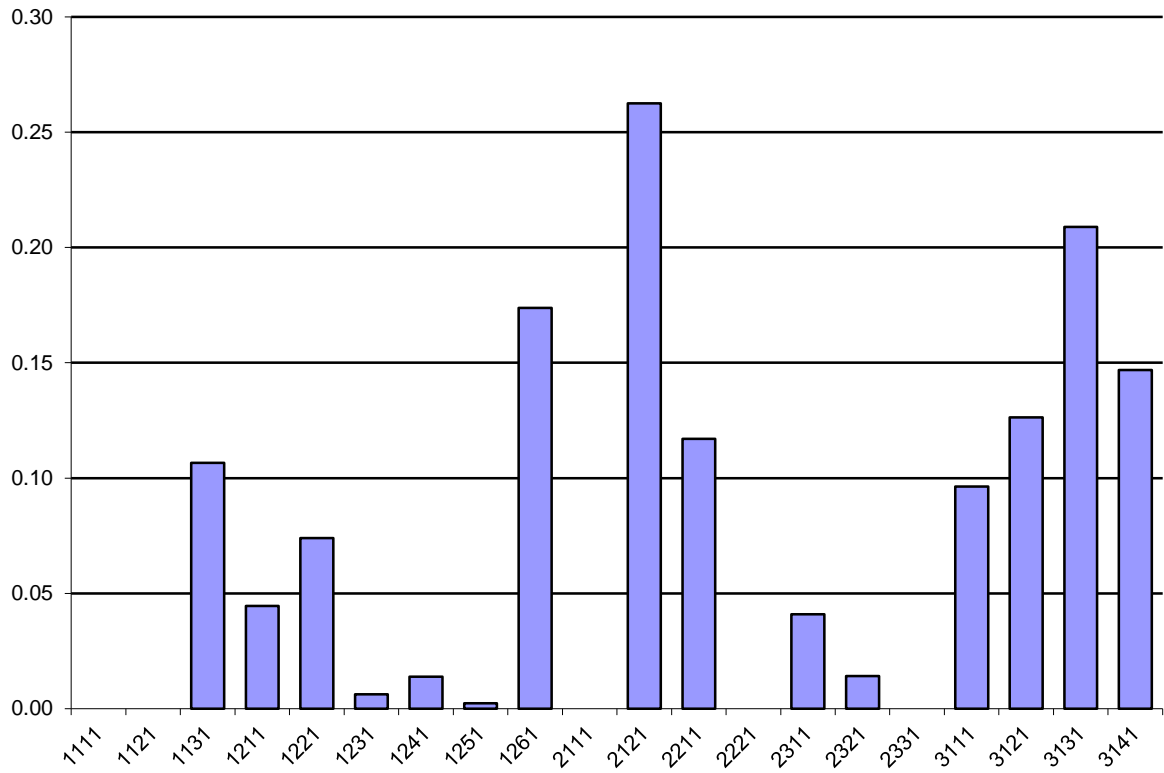


TABLE 4 : BALANCE SHEET INEA

BALANCE SHEET	2017	2016
A.I. NON CURRENT ASSETS	862,809.60	563,044.63
A.I.1. Intangible Assets	35,710.00	12,106.00
A.I.2. Property, Plant and Equipment	134,043.29	170,022.57
A.I.6. Non-Cur Exch Receiv & Non-Ex Recoverab	693,056.31	380,916.06
A.II. CURRENT ASSETS	1,800,180.26	1,448,759.93
A.II.2. Current Pre-Financing	0.00	
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	114,254.58	113,853.17
A.II.6. Cash and Cash Equivalents	1,685,925.68	1,334,906.76
ASSETS	2,662,989.86	2,011,804.56
P.I. NON CURRENT LIABILITIES	0.00	-3,143.59
P.I.3. Non-Current Financial Liabilities	0.00	-3,143.59
P.II. CURRENT LIABILITIES	-1,363,080.31	-1,122,061.63
P.II.3. Current Financial Liabilities	-3,143.60	-4,009.86
P.II.4. Current Payables	-311,872.21	-329,420.14
P.II.5. Current Accrued Charges & Defrd Income	-1,048,064.50	-788,631.63
LIABILITIES	-1,363,080.31	-1,125,205.22
NET ASSETS (ASSETS less LIABILITIES)	1,299,909.55	886,599.34
P.III.2. Accumulated Surplus/Deficit	-886,599.34	-883,403.68
Non-allocated central (surplus)/deficit*	-413,310.21	-3,195.66
TOTAL	0	0

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the

various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

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

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE INEA

STATEMENT OF FINANCIAL PERFORMANCE	2017	2016
II.1 REVENUES	-24,148,615.37	-21,367,246.89
II.1.2. EXCHANGE REVENUES	-24,148,615.37	-21,367,246.89
II.1.2.1. FINANCIAL INCOME	-1,713.08	-9,141.96
II.1.2.2. OTHER EXCHANGE REVENUE	-24,146,902.29	-21,358,104.93
II.2. EXPENSES	23,735,305.16	21,364,051.23
II.2. EXPENSES	23,735,305.16	21,364,051.23
II.2.10. OTHER EXPENSES	6,206,468.81	5,754,658.38
II.2.6. STAFF AND PENSION COSTS	17,525,635.80	15,608,435.93
II.2.8. FINANCE COSTS	3,200.55	956.92
STATEMENT OF FINANCIAL PERFORMANCE	-413,310.21	-3,195.66

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

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

TABLE 5bis : OFF BALANCE SHEET INEA

OFF BALANCE	2017	2016
OB.3.2. Comm against app. not yet consumed	-625,979.35	
OB.3.2. Comm against app. not yet consumed	-625,979.35	
OB.3.2. Comm against app. not yet consumed	-625,979.35	
OB.3.3. Significant legal commitments	-77,900.00	-447,800.00
OB.3.3.7.Other contractual commitments	-77,900.00	-447,800.00
OB.3.3.7.Other contractual commitments	-77,900.00	-447,800.00
OB.3.5. Operating lease commitments	-5,500,840.38	
OB.3.5. Operating lease commitments	-5,500,840.38	
OB.3.5. Operating lease commitments	-5,500,840.38	
OB.4. Balancing Accounts	6,204,719.73	447,800.00
OB.4. Balancing Accounts	6,204,719.73	447,800.00
OB.4. Balancing Accounts	6,204,719.73	447,800.00
OFF BALANCE	0.00	0.00

"It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

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

TABLE 6 : Average Payment Times

Legal Times

Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	887	886	99.89 %	8.065462754	1	0.11 %	109

Total Number of Payments	887	886	99.89 %		1	0.11 %	
Average Net Payment Time	8.17925592			8.065462754			109
Average Gross Payment Time	8.77452086			8.661399549			109

Suspensions

Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	12	43.	4.85 %	887.	116,969.15	1.15 %	10,143,967.45

Late Interest paid in 2017

Agency	GL Account	Description	Amount (Eur)

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2017

Title	Description	Year of Origin	Revenue and Income recognized	Revenue and Income cashed	Outstanding Balance
2000	EU Budget Contribution to the Executive Agency	2017	24,346,600.00	24,346,600.00	0.00
9000	Miscellaneous revenue	2017	60,622.36	60,622.36	0.00
TOTAL INEA			24,407,222.36	24,407,222.36	0.00

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

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2017 Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
	Sub-Total					

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES												
Sub-Total												

GRAND TOTAL												
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TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2017 FOR INEA

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

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

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

Total INEA

Number of RO waivers

Annex 3 Financial Reports - DG INEA - Financial Year 2017

Table 1 : Commitments

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Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures (excluding Building Contracts)

Table 12 : Summary of Procedures (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2017 (in Mio €)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 06 Mobility and transport					
06	06 02	European transport policy	3378.987721	3290.49335	97.38 %
	06 03	Horizon 2020 - Research and innovation related to transport	73.89014712	73.881276	99.99 %
Total Title 06			3452.877868	3364.37463	97.44%
Title 08 Research and innovation					
08	08 02	Horizon 2020 - Research	648.8719255	644.767381	99.37 %
Total Title 08			648.8719255	644.767381	99.37%
Title 09 Communications networks, content and technology					
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	77.505077	77.5	99.99 %
Total Title 09			77.505077	77.5	99.99%
Title 32 Energy					
32	32 02	Conventional and renewable energy	620.1677395	620.159806	100.00 %
	32 04	Horizon 2020 - Research and innovation related to energy	191.94794	191.537146	99.79 %
Total Title 32			812.1156795	811.696952	99.95%
Total DG INEA			4991.37055	4898.33896	98.14 %

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

% Outturn on commitment appropriations

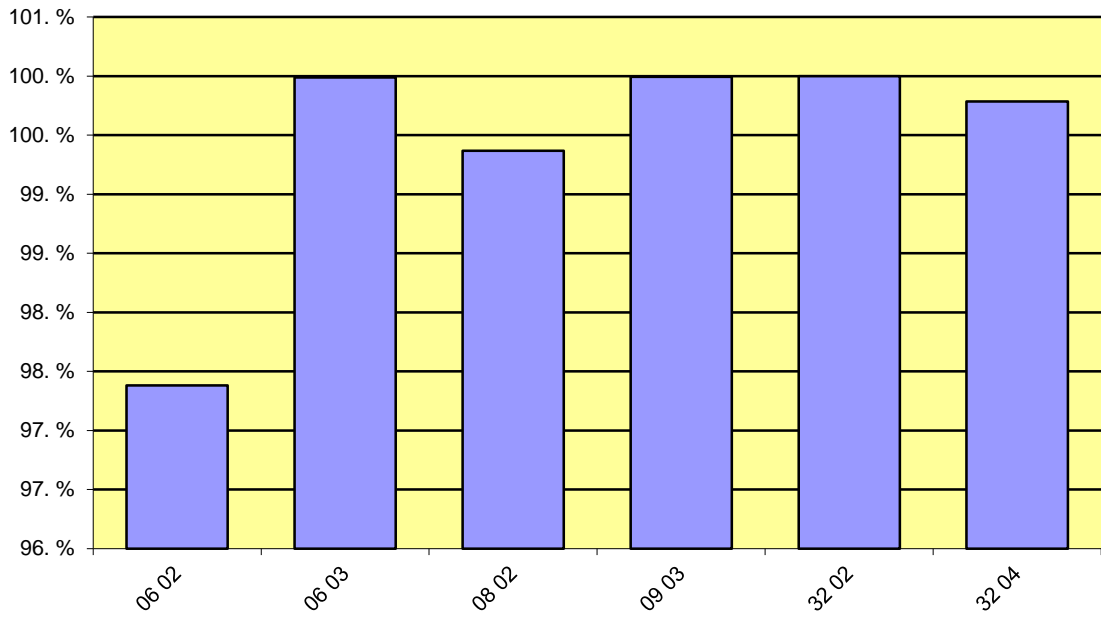


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2017 (in Mio €)					
Chapter			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 06 Mobility and transport					
06	06 02	European transport policy	1539.552927	1498.959079	97.36 %
	06 03	Horizon 2020 - Research and innovation related to transport	104.1805401	100.4634646	96.43 %
Total Title 06			1643.733467	1599.422543	97.30%
Title 08 Research and innovation					
08	08 02	Horizon 2020 - Research	626.5103171	582.5950648	92.99 %
Total Title 08			626.5103171	582.5950648	92.99%
Title 09 Communications networks, content and technology					
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	31.83920795	31.81908132	99.94 %
Total Title 09			31.83920795	31.81908132	99.94%
Title 32 Energy					
32	32 02	Conventional and renewable energy	72.94396345	72.93603	99.99 %
	32 04	Horizon 2020 - Research and innovation related to energy	175.3890704	173.3469627	98.84 %
Total Title 32			248.3330339	246.2829927	99.17%
Total DG INEA			2550.416026	2460.119682	96.46 %

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

"% Outturn on payment appropriations"

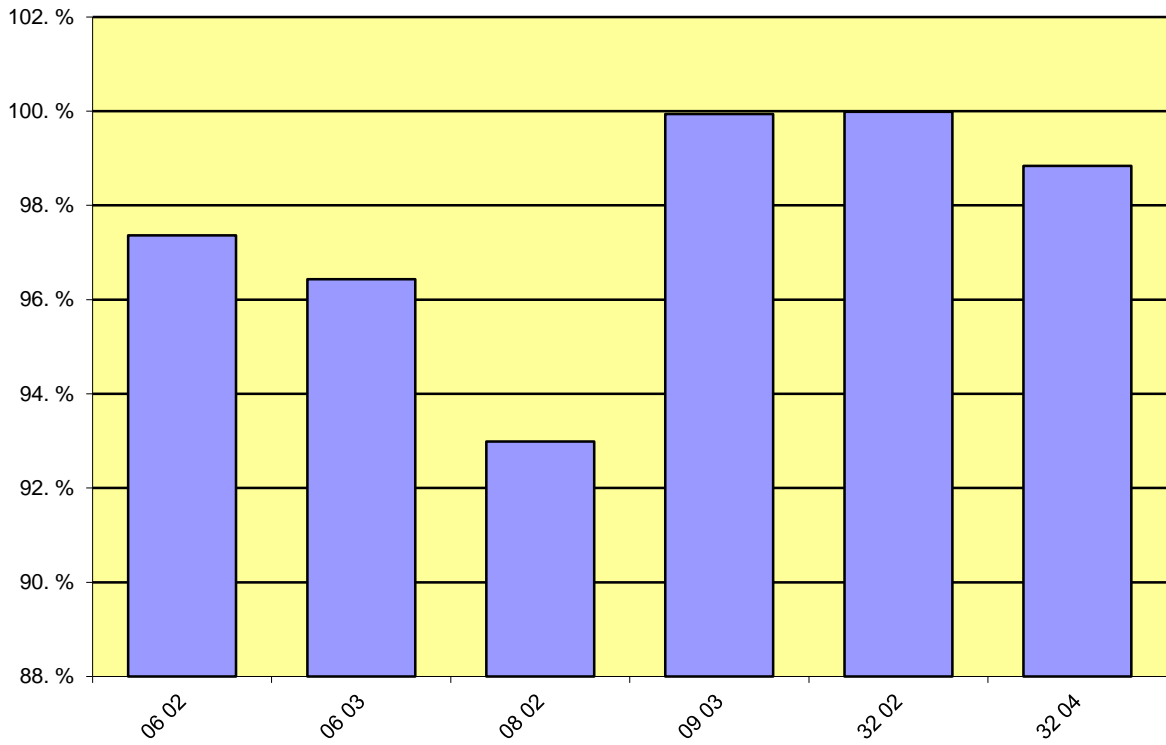


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2017 (in Mio €)									
Chapter			2017 Commitments to be settled				Commitments to be settled from financial years previous to 2017	Total of commitments to be settled at end of financial year 2017	Total of commitments to be settled at end of financial year 2016
			Commitments 2017	Payments 2017	RAL 2017	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 06 : Mobility and transport									
06	06 02	European transport policy	3290.49335 3	273.53	3016.9596 79	91.69 %	5,095.81	8,112.77	6980.89
	06 03	Horizon 2020 - Research and innovation related to transport	73.881276	1.02	72.860826	98.62 %	96.71	169.57	196.34
Total Title 06			3364.37462 9	274.55	3089.8205 05	91.84 %	5192.51880 4	8282.33 9309	7177.22503
Title 08 : Research and innovation									
08	08 02	Horizon 2020 - Research	644.767380 6	166.64	478.12694 68	74.15 %	447.57	925.70	863.79
Total Title 08			644.767380 6	166.64	478.12694 68	74.15 %	447.573656 9	925.700 6037	863.791674
Title 09 : Communications networks, content and technology									
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	77.5	0.17	77.328639 15	99.78 %	73.36	150.69	106.18
Total Title 09			77.5	0.17	77.328639 15	99.78 %	73.3619546	150.690 5938	106.180135
Title 32 : Energy									
32	32 02	Conventional and renewable energy	620.159806	5.73	614.43135 57	99.08 %	954.08	1,568.51	1022.16
	32 04	Horizon 2020 - Research and innovation related to energy	191.537145 7	98.18	93.361218 39	48.74 %	190.42	283.78	266.31
Total Title 32			811.696951 7	103.90	707.79257 41	87.20 %	1144.49655 1	1852.28 9125	1288.47284
Total DG INEA			4898.33896 1	545.27	4353.0686 65	88.87 %	6857.95096 7	11211.0 1963	9435.66969

= "Breakdown of Commitments remaining to be settled (in Mio EUR)"

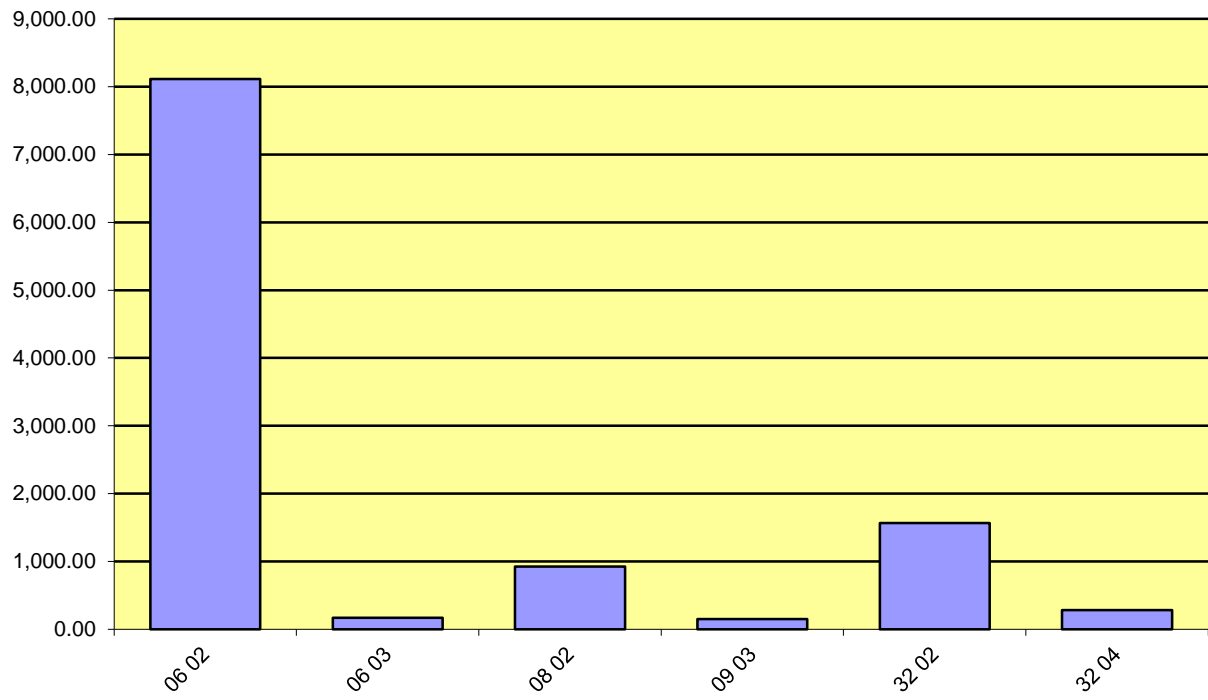


TABLE 4 : BALANCE SHEET INEA

BALANCE SHEET	2017	2016
A.I. NON CURRENT ASSETS	246914445	249692370.9
A.I.5. Non-Current Pre-Financing	246,914,444.96	249,692,370.85
A.II. CURRENT ASSETS	1113699866	1276629925
A.II.2. Current Pre-Financing	1,092,002,049.95	1,269,756,447.32
A.II.3. Curr Exch Receiv &Non-Ex Recoverables	21,697,816.49	6,873,477.80
ASSETS	1360614311	1526322296
P.III. NET ASSETS/LIABILITIES	0	0
P.III.1. Reserves	0.00	0.00
P.II. CURRENT LIABILITIES	-1178970236	-1721645217
P.II.4. Current Payables	-263,165,908.61	-612,933,534.32
P.II.5. Current Accrued Charges &Defrd Income	-915,804,327.57	-1,108,711,682.64
LIABILITIES	-1178970236	-1721645217
NET ASSETS (ASSETS less LIABILITIES)	181644075.2	- 195,322,920.99
P.III.2. Accumulated Surplus/Deficit	5,872,484,552.64	3791745539
Non-allocated central (surplus)/deficit*	-6,054,128,627.86	-3596422618
TOTAL	0.00	0.00

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE INEA

STATEMENT OF FINANCIAL PERFORMANCE	2017	2016
II.1 REVENUES	-1672385.83	-656716.85
II.1.1. NON-EXCHANGE REVENUES	-1897082.33	-1042200.47
II.1.1.5. RECOVERY OF EXPENSES	-1,897,082.33	-1,042,200.47
II.1.2. EXCHANGE REVENUES	224696.5	385483.62
II.1.2.1. FINANCIAL INCOME	-2,998.00	-16,883.88
II.1.2.2. OTHER EXCHANGE REVENUE	227,694.50	402,367.50
II.2. EXPENSES	1996273815	2081395730
II.2. EXPENSES	1996273815	2081395730
II.2.10.OTHER EXPENSES	413,136.82	392,218.38
II.2.2. EXP IMLEM BY COMMISS&EX.AGENC. (DM)	1,995,860,677.95	2,081,003,511.79
STATEMENT OF FINANCIAL PERFORMANCE	1,994,601,428.94	2,080,739,013.32

TABLE 5bis : OFF BALANCE SHEET INEA

OFF BALANCE	2017	2016
OB.1. Contingent Assets	58386478.59	69876684.51
GR for pre-financing	58,386,478.59	69,876,684.51
OB.3. Other Significant Disclosures	-12675791910	-21512791701
OB.3.2. Comm against app. not yet consumed	0.00	-7,713,527,896.07
OB.3.3.6.TEN-T	-12,675,791,909.50	-13,799,263,804.46
OB.4. Balancing Accounts	12617405431	21442915016
OB.4. Balancing Accounts	12,617,405,430.91	21,442,915,016.02
OFF BALANCE	0.00	0.00

TABLE 6: AVERAGE PAYMENT TIMES FOR 2017 - DG INEA

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	746	732	98.12 %	12.42076503	14	1.88 %	36.21428571
45	28	28	100.00 %	30.07142857			
60	107	107	100.00 %	36.85981308			
90	446	442	99.10 %	64.03393665	4	0.90 %	93.25

Total Number of Payments	1327	1309	98.64 %		18	1.36 %	
Average Net Payment Time	32.44988696			32.22383499			48.88888889
Average Gross Payment Time	45.8417483			45.68067227			57.55555556

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
5	38	471	35.49 %	1327	1,022,093,777.66	42.25 %	2,419,056,285.09

DG	GL Account	Description	Amount (Eur)

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2017

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	7=3-6
52	REVENUE FROM INVESTMENTS OR LOANS GRANTED, BANK AND OTHER INTEREST	2998	4972.98	7970.98	2998	1598.84	4596.84	3374.14
66	OTHER CONTRIBUTIONS AND REFUNDS	103365928.4	6790201.45	110156129.9	84384828.02	4165259.7	88550087.72	21606042.17
Total DG INEA		103368926.4	6795174.43	110164100.9	84387826.02	4166858.54	88554684.56	21609416.31

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

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2017	Error		Irregularity		OLAF notified		Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
Year of Origin (commitment)												
2008									1	1893384.46		
2009									1	104847.28		
2010			2	23732.79			2	23732.79	3	982236.49	66.67%	2.42%
2011									2	2441687.13		
2012			4	761418.29			4	761418.29	14	17339805.71	28.57%	4.39%
2013									22	17557690.4		
2014	1	312396.7	2	74259.8			3	386656.5	39	61727699.15	7.69%	0.63%
2015			1	7933.45			1	7933.45	4	285626.82	25.00%	2.78%
2017									1	3213		
No Link					1	1029738	1	1029738	1	1029738	100.00%	100.00%
Sub-Total	1	312396.7	9	867344.33	1	1029738	11	2209479.03	88	103365928.4	12.50%	2.14%

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS	2	5.3	284	231179066.4			286	231179071.7	346	582,635,363.22	82.66%	39.68%
CREDIT NOTES												
Sub-Total	2	5.3	284	231179066.4			286	231179071.7	346	582635363.2	82.66%	39.68%
GRAND TOTAL	3	312402	293	232046410.7	1	1029738	297	233388550.7	434	686001291.7	68.43%	34.02%

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

	Number at 01/01/2017	Number at 31/12/2017	Evolution	Open Amount (Eur) at 01/01/2017	Open Amount (Eur) at 31/12/2017	Evolution
2015	1	1	0.00 %	1,200,000.00	1,028,628.78	-14.28 %
2016	7	1	-85.71 %	5,595,174.43	1,599,687.11	-71.41 %
2017		8			18,981,100.42	
	8	10	25.00 %	6,795,174.43	21,609,416.31	218.01 %

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

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

Total DG INEA

Number of RO waivers

TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG INEA - 2017

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Total		

TABLE 12 : SUMMARY OF PROCEDURES OF DG INEA EXCLUDING BUILDING CONTRACTS**Internal Procedures > € 60,000**

Procedure Legal base	Number of Procedures	Amount (€)
Exceptional Negotiated Procedure without publication of a contract notice (Art. 134 RAP)	1	86,413.08
Total	1	86,413.08

TABLE 13 : BUILDING CONTRACTS

Legal base	Contract Number	Contractor Name	Description	Amount (€)

TABLE 14 : CONTRACTS DECLARED SECRET

Legal base	Contract Number	Contractor Name	Description	Amount (€)

ANNEX 4: MATERIALITY CRITERIA

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

Deciding whether a weakness is significant is a **matter of judgment** by the AOD, who remains responsible for the declaration¹ of assurance, including any reservations to it. In doing so, they should **identify the overall impact of a weakness** and **judge whether it is material** enough so that the non-disclosure of the weakness is likely to have an influence on the decisions or conclusions of the users of the declaration.

The INEA materiality threshold was established in application of Commission standards after making both a qualitative and quantitative judgement in order to assess and quantify any significant weaknesses.

In qualitative terms the following factors were considered: nature, scope, duration, mitigating controls, existence of corrective actions. In quantitative terms, the potential financial impact was taken into account and an acceptable limit of error established for the % value of transactions of the Agency's budget affected by the weakness.

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

In view of the **multi-annual nature of its programmes**, INEA has developed a multi-annual ex-post audit strategy, as part of its overall control strategy, with the residual error rate calculated on a multi-annual basis.

The objectives of the INEA Audit strategy are to provide assurance to management on sound financial management and on the legality and regularity of operational expenditure as well as to contribute to the improvement of the financial control systems for operational expenditure.

Therefore, the main contributor for determining materiality as regards the legality and regularity of financial operations authorised during the reporting year, are the multiannual residual error rates arising from ex-post controls carried out by the Agency in the case of legacy and CEF programmes, and by the Common Audit Service for the H2020 programme.

In case of residual error rates would be above 2%, a further qualitative analysis would be made taking into account both the frequency and importance of the errors found to examine the underlying reasons (one-off events, significant isolated errors, systematic issues, weaknesses in the control framework).

If following this additional qualitative analysis, the residual error rate would not unduly skewed by isolated errors, and would lie above 2% then the need for a formal reservation to the Director's Annual Declaration would arise.

TEN-T Legacy, Marco Polo Legacy and Connecting Europe Facility

The ex-post controls (audits) are carried out on the declared costs to the Agency and consist of verifying the legality and regularity of the underlying transactions, including public procurement controls to determine the amount of eligible declared costs (and consequently, the eligible EC contribution, comprised of cleared pre-financing and actual interim and final payment amounts).

The controls are performed on a sample basis, according to a defined sampling methodology. When errors are detected, the audit sample is routinely extended or the finding extrapolated in order to ensure that similar errors are identified and corrected. When errors affecting the calculated EU contribution are identified, the ineligible amounts are notified to the AOSD for implementation of any required financial recovery or offsetting (against a following interim or final payment).

For all programmes audited by INEA (Legacy and CEF), the selection of audits is made with a mixture of risk and representative sampling of the authorised interim and final payments of N-1. This provides a selection that whilst not statistically representative, is as 'representative' as possible, in terms of the coverage of projects in financial and geographical terms, and also in the blend of beneficiaries.

INEA is confident that the audit results give a good indication of the level of error in the non-audited population. The detected error rate is considered to be applicable to the non-audited population as the best available estimate of the level of error remaining in the population.

Residual Error Rates are calculated on a multiannual basis to reflect the multi-annual nature of the TEN-T and Marco Polo and CEF Programmes and projects. The calculation covers the population of all interim and final cost claims processed by the Agency – taking into account cleared pre-financing, and paid amounts. The results of audits carried out by the Agency (detected errors at the level of EU contribution) are calculated cumulatively over the programme lifetime compared to the audited EU contribution to provide the multi-annual detected error rate. The detected error rate is extrapolated to the non-audited part of the accepted EU contribution population.

The calculation also shows the 'cleaning' effect of the ex-post controls by building into the calculation, the financial impact of the follow-up of ex-post controls performed – which effectively correct the majority of detected errors.

This provides the error after controls (the residual error). The detailed calculation of the multi-annual residual error rate per programme is shown in section 2.1 of this report.

Horizon 2020

Research framework programmes – common aspects

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

Assessment of the effectiveness of controls

The starting point to determine the effectiveness of the controls in place is the cumulative level of error expressed as the percentage of errors in favour of the EC, detected by ex-post audits, measured with respect to the amounts accepted after ex-ante controls.

However, to take into account the impact of the ex-post controls, this error level is to be adjusted by subtracting:

- Errors detected corrected as a result of the implementation of audit conclusions.
- Errors corrected as a result of the extrapolation of audit results to non-audited contracts with the same beneficiary.

This results in a residual error rate, which is calculated in accordance with the following formula:

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

where:

- ResER%** residual error rate, expressed as a percentage.
- RepER%** representative error rate, or error rate detected in the common representative sample, expressed as a percentage. For FP 7 this rate is the same for all Research services.
- RepERSys%** portion of the RepER% representing (negative) systematic errors, expressed as a percentage. The RepER% is composed of two complementary portions reflecting the proportion of negative systematic and non-systematic errors detected.
- P** total aggregated amount in euros of EC share of funding in the auditable population. In FP7, the population is that of all received cost statements, and the euros amounts those that reflect the EC share included in the costs claimed in each cost statement.
- A** total EC share of all audited amounts, expressed in euro. This will be collected from audit results.
- E** total non-audited amounts of all audited beneficiaries. In FP7, this consists of the total EC share, expressed in euro, excluding those beneficiaries for which an extrapolation is ongoing).

The Common Representative Audit Sample (CRAS) is the starting point for the calculation of the residual error rate. It is representative of the expenditure of each FP as a whole. Nevertheless, the Director-General (or Director for the Executive Agencies) must also take into account other information when considering if the overall residual error rate is a sufficient basis on which to draw a conclusion on assurance (or make a reservation) for specific segment(s) of FP7/Horizon 2020. This may include the results of other ex-post audits, ex-ante controls, risk assessments, audit reports from external or internal auditors, etc. All this information may be used in assessing the overall impact of a weakness and considering whether to make a reservation or not.

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

In case a calculation of the residual error rate based on a representative sample is not possible for a FP for reasons not involving control deficiencies,⁷ the consequences are to

⁷ Such as, for instance, when the number of results from a statistically-representative sample collected at a given point in time is not

be assessed quantitatively by making a best estimate of the likely exposure for the reporting year based on all available information. The relative impact on the Declaration of Assurance would be then considered by analysing the available information on qualitative grounds and considering evidence from other sources and areas. This should be clearly explained in the AAR.

Multiannual approach

The Commission's central services' guidance relating to the quantitative materiality threshold refers to a percentage of the authorised payments of the reporting year of the ABB expenditure. However, the Guidance on AARs also allows a multi-annual approach, especially for budget areas (e.g. programmes) for which a multi-annual control system is more effective. In such cases, the calculation of errors, corrections and materiality of the residual amount at risk should be done on a "cumulative basis" on the basis of the totals over the entire programme lifecycle.

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

In addition, basing materiality solely on ABB expenditure for one year may not provide the most appropriate basis for judgements, as ABB expenditure often includes significant levels of pre-financing expenditure (e.g. during the initial years of a new generation of programmes), as well as reimbursements (interim and final payments) based on cost claims that 'clear' those pre-financings. Pre-financing expenditure is very low risk, being paid automatically after the signing of the contract with the beneficiary.

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

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

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

Adequacy of the audit scope

The quantity of the (cumulative) audit effort carried out until the end of each year is to be measured by the actual volume of audits completed. The data is to be shown per year and cumulated, in line with the current AAR presentation of error rates. The multiannual

sufficient to calculate a reliable error rate.

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

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

Horizon 2020 Framework Programme

The Commission's proposal for the Regulation establishing H2020 framework programme⁸ states that

It remains the ultimate objective of the Commission to achieve a residual error rate of less than 2% of total expenditure over the lifetime of the programme, and to that end, it has introduced a number of simplification measures. However, other objectives such as the attractiveness and the success of the EU research policy, international competitiveness, scientific excellent and in particular the costs of controls need to be considered.

Taking these elements in balance, it is proposed that the Directorates General charged with the implementation of the research and innovation budget will establish a cost-effective internal control system that will give reasonable assurance that the risk of error over the course of the multiannual expenditure period is, on an annual basis, within a range of 2-5 %, with the ultimate aim to achieve a residual level of error as close as possible to 2 % at the closure of the multi-annual programmes, once the financial impact of all audits, correction and recovery measures have been taken into account.

Further, it explains also that

Horizon 2020 introduces a significant number of important simplification measures that will lower the error rate in all the categories of error. However, [...] the continuation of a funding model based on the reimbursement of actual costs is the favoured option. A systematic resort to output based funding, flat rates or lump sums appears premature at this stage [...]. Retaining a system based on the reimbursement of actual costs does however mean that errors will continue to occur.

An analysis of errors identified during audits of FP7 suggests that around 25-35 % of them would be avoided by the simplification measures proposed. The error rate can then be expected to fall by 1.5 %, i.e. from close to 5 % to around 3.5 %, a figure that is referred to in the Commission Communication striking the right balance between the administrative costs of control and the risk of error.

The Commission considers therefore that, for research spending under Horizon 2020, a risk of error, on an annual basis, within a range between 2-5 % is a realistic objective taking into account the costs of controls, the simplification measures proposed to reduce the complexity of rules and the related inherent risk associated to the reimbursement of costs of the research project. The ultimate aim for the residual level of error at the closure of the programmes after the financial impact of all audits, correction and recovery measures will have been taken into account is to achieve a level as close as possible to 2 %.

⁸ COM(2011) 809/3 Proposal for a Regulation of the European Parliament and of the Council establishing Horizon 2020 – the Framework programme for Research and Innovation (2014-2020), see point 2.2, pp 98-102.

In summary, the control system established for Horizon 2020 is designed to achieve a control result in a range of 2-5% detected error rate, which should be as close as possible to 2%, after corrections. Consequently, this range has been considered in the legislation as the control objective set for the framework programme.

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

ANNEX 5: INTERNAL CONTROL TEMPLATE(S) FOR BUDGET IMPLEMENTATION (ICTS)

Grants direct management

- **Stage 1: Programming, evaluation and selection of proposals**

A. Contribution to the (Annual) Work programmes under CEF and Horizon 2020, including the preparation, adoption and publication of Calls for proposals

Main control objectives: Ensuring that projects meeting the policy objectives are among the proposals submitted (compliance; Prevention of fraud)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The work programme and the subsequent calls for proposals do not adequately reflect the policy objectives, priorities are incoherent and/or the essential eligibility, selection and award criteria are not adequate to ensure the evaluation of the proposals.</p>	<p>Although dependent on the controls implemented by the parent DG, INEA contributes within the margin of the MoUs and agreed working arrangements to the work programme hierarchical validation and assures for Call preparation, adoption and publication the appropriate hierarchical validation through set-up consultation of parent DG channels.</p> <p>Explicit allocation of responsibility.</p>	<p>Coverage/Frequency: 100%</p> <p>Depth: work programme contributions and Call preparation, adoption and publication are thoroughly reviewed at all levels, including for operational and legal aspects.</p>	<p>Cost: estimation of cost of staff involved in the preparation and validation of the contribution to the Work Programme and preparation, adoption and publication of Calls for Proposals.</p> <p>Benefits: only qualitative. A good work programme and well publicised calls should generate a large number of good quality proposals, from which the most excellent can be chosen. There will therefore be real competition for funds.</p>	<p>Oversubscription: Requested EU contribution from eligible proposals/call size.</p>

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

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

Main control objectives: Ensuring that projects meeting the policy objectives are among the proposals selected (compliance, prevention of fraud,)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The evaluation, ranking and selection of proposals is not carried out in accordance with the established procedures, the policy objectives, priorities, and/or the essential eligibility, or with the selection and award criteria defined in the corresponding work programme(s) and subsequent Calls for Proposals for CEF and Horizon 2020.</p>	<p>Selection and appointment of independent expert evaluators</p> <p>Clear rules on expert selection, contracting and reimbursement of costs. Experts are selected, contracted and reimbursed following Commission-wide procedures and rules.</p> <p>Prevention of conflict of interest measures and guidelines.</p> <p>Use of independent external observer(s).</p> <p>IT system(s) supporting the stage and allowing</p>	<p>100% vetting (including selecting) of experts for technical expertise and independence (e.g. CoI, nationality bias, ex-employer bias).</p> <p>100% of admissible proposals are evaluated.</p> <p>Coverage: 100% of proposals. Supervision of work of evaluators.</p>	<p>Costs: estimation of cost of all staff and other expenses (external experts, observers and logistics) involved in the evaluation and selection of proposals process.</p> <p>Benefits: Qualitative. Maximizing impact: policy objectives of the relevant programmes can be achieved in the most efficient way by selecting the best proposals.</p> <p>Ensuring objectivity: through the use of external experts, the evaluation of proposals is performed based on high technical expertise in an independent manner.</p>	<p>Average time to inform</p> <p>Cost of evaluating + selecting grants/value of grants contracted.</p>

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	<p>better monitoring of the process.</p> <p>Hierarchical validation of AOSD/AOD of ranked proposals. In addition, if applicable: opinion of advisory bodies, Comitology, interservice consultation and adoption by the Commission; publication.</p> <p>Fraud risk and legal checks are incorporated into the procedures or on ad hoc basis in case of doubt, issues.</p>		<p>Transparency and objectiveness of the evaluation process guaranteed by independent observer(s).</p>	

Stage 2: Grant agreement preparation (GAP)

Main control objectives: Ensuring that the actions and funds allocations is optimal (best value for public money; effectiveness; economy, efficiency; compliance; Prevention of fraud)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
------------------------------------------------	---------------------	------------------------------------------------------	----------------------------------------------------------	--------------------

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>The description of the action in the GA does not include clear includes reference to the action's contribution to the achievement of the programme objectives and/or the budget foreseen overestimates the costs necessary to carry out the action.</p> <p>The beneficiary lacks operational and/or financial capacity to carry out the actions.</p> <p>Procedures do not comply with regulatory framework.</p> <p>The evaluation stage has not detected a potential fraudulent proposal/beneficiary.</p>	<p>Grant preparation automation for Horizon 2020 through the common IT-tools, for CEF through TENTec using model template grant agreements.</p> <p>Validation of beneficiaries (operational and financial viability).</p> <p>Systematic pre-contractual checks (financial and operational).</p> <p>Recommendations/observations by the evaluation panel for CEF (Horizon 2020 where applicable Participant Guarantee Fund; ethical review).</p> <p>Ad hoc anti-fraud checks for riskier beneficiaries.</p> <p>Signature of the GA by the AO.</p> <p>Close monitoring of the time to grant deadline.</p>	<p>100% of the selected proposals and beneficiaries are scrutinised. Coverage: 100% of draft agreements.</p> <p>Depth may be differentiated; determined after considering the type or nature of the beneficiary (e.g. SME, Joint-ventures) and/or of the modality (e.g. substantial subcontracting or procurement- and/or the total value of the grant).</p> <p>Note that for Horizon 2020, as far as possible the positively evaluated projects are accepted without modification.</p>	<p>Cost: estimation of cost of all staff involved in the contracting process including signing by AOSD.</p> <p>Benefits: Qualitative benefits. The whole commitment budget checked for quality (prevention of later errors). This stage should lead to a higher assurance on the achievement of the projects – and policy objectives.</p> <p>Quantitative benefit is the reduction of EU contribution during GA preparation</p>	<p>Average time to grant (FR 128.2)</p> <p>% of Time to grant on time</p> <p>Cost of contracting/amount contracted (%)</p>

Stage 3: Monitoring the execution

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

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>Main risks identified relate to the reimbursement of ineligible costs, failure to detect irregularities or fraud, insufficient evidence of achievements, wrong amounts paid of incorrect entries into ABAC, late detection of underperformance and lost opportunities for corrective actions.</p>	<p>Communication and information actions are part of the preventive controls both internal targeted as towards beneficiaries (kick-off meetings, launch events, trainings/presentations/workshops and awareness on different phases of the project.</p> <p>Project progress is monitored through regular communication with the beneficiaries and ad-hoc monitoring visits.</p> <p>Action Status Reports (ASR) for CEF and final reports approval mechanism for both CEF and Horizon 2020.</p> <p>Ex-ante controls – INEA applies a risk based approach on all its ex-ante controls with specific items for each programme CEF, TEN-T; Marco Polo and Horizon 2020.</p> <p>Compliance with procurement</p>	<p>100% of the projects are controlled through value-adding checks.</p> <p>Riskier operations subject to more in-depth controls.</p> <p>The depth depends on risk criteria. However, as a deliberate policy to reduce administrative burden, and to ensure a good balance between trust and control, the level of control at this stage has an efficiency focus.</p> <p>High risk operations identified by risk criteria (suspicions raised by staff, audit results, EDES, individual or "population" risk assessment and procedure on audit</p>	<p>Cost includes the cost of all staff and non-staff expenses (e.g. external monitors for Horizon 2020) related to the monitoring of the execution of projects.</p> <p>Quantitative benefits: value of detected ineligible costs resulting in the reduction of the amount of EU contribution.</p> <p>Efficient use of the commitment appropriation for Actions with multi-annual instalments only.</p> <p>Qualitative benefits:</p>	<p>Time-to-pay and % of payments made on time</p> <p>Cost of control from contracting and monitoring to execution up to payment included/amount paid (%)</p> <p>Budget amount of the cost items rejected/total amount paid (%)</p> <p>% of EU contribution at risk</p>

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	<p>rules.</p> <p>Grant termination procedure.</p> <p>Time for payment deadline observations.</p> <p>Earmarking of projects for ex-ante and ex-post audits.</p> <p>Recovery order procedure.</p>	<p>certificates by beneficiaries linked to amounts claimed.</p>	<p>Successful implementation of the actions, including building assurance on the achievement of the project and policy objectives.</p> <p>Increased predictability of the foreseen baseline outcomes.</p> <p>Early detection of deviations and consequent undertaking of the respective mitigating measures</p> <p>Lessons learned from operational and financial review of projects allowing improving business processes.</p> <p>Reductions in error rates identified by audit certificates.</p> <p>Benefits due to operational review of projects and consequent corrective</p>	

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
			actions imposed on projects.	

Stage 4: Ex-Post controls/Audits

A. Audits

Main control objectives: Measuring the effectiveness of ex-ante controls by ex-post controls and addressing systematic issues if and when they arise

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The ex-ante controls fail to prevent, detect and correct erroneous payment declarations or attempted fraud.	An independent external audit team not involved in operational or financial circuits, performing audits for CEF and Legacy Programmes. A detailed multi annual audit strategy for INEA has been defined with specific targets for each legacy programme and CEF sector which is implemented through an annual audit plan.	According to a multi-annual ex-post control strategy for INEA covering legacy programmes and CEF using a blend of Monetary Unit Sampling and Risk based selections. For Horizon 2020 the Horizon 2020 Central Audit Service (CAS) is responsible for ex-post controls. For CEF, INEA adopted a multi-annual audit strategy with targets and	Cost of ex-post audit team and external audit company (ies)/value of grants audited (%) Benefits: Non quantifiable benefits: Deterrent effect. Learning effect for beneficiaries. Improvement of ex-ante controls or risk approach in ex-ante controls by feeding back findings from audit. Improvement in rules	Multi-annual residual error rates per programme (or sector for CEF) considering the cumulative amount of EU contribution audited and corrected compared to the cumulative grant expenditure Number of audits finalised Coverage amounts and % by programme on a multi-annual basis

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	<p>For Horizon 2020 audits are performed by the CSC according to the Horizon 2020 Ex-post audit strategy</p> <p>Identification of internal control improvements via ex-post audits.</p>	indicators.	and guidance from feedback from audits.	Amounts being recovered/offset

B. Implementing results from ex-post audits/controls

Main control objectives: Ensuring that the (audit) results from the ex-post controls lead to effective recoveries; Ensuring appropriate accounting of the recoveries made.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The errors, irregularities and causes of fraud detected are not addressed or not addressed in a timely manner.	<p>Systematic registration of audit/control results to be implemented and actual implementation.</p> <p>Validation of recovery in accordance with financial circuits.</p> <p>Authorisation by AO.</p> <p>Notification to OLAF and</p>	<p>Coverage: 100% if final audit results with a financial impact.</p> <p>Depth: All audit results are examined in-depth making the final recoveries.</p> <p>For Horizon 2020 systemic errors are extrapolated to all the</p>	<p>Cost estimation of cost per staff involved in the implementation of the audit results.</p> <p>Benefit: budget value of the errors, detected by ex-post controls, which have actually been corrected (offset or recovered).</p>	<p>% of audit results pending implementation</p> <p>% of audit results implemented</p>

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	<p>regular follow up of detected fraud.</p> <p>ex-posts audits performed by ECA and CAS (Horizon 2020).</p>	<p>non-audited projects of the same beneficiary. For CEF a similar approach is being considered.</p>	<p>Loss: budget value of such ROs which are 'waived' or have to be cancelled.</p>	

ANNEX 12: PERFORMANCE TABLES

CEF TRANSPORT

Relevant general objective(s): A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base; A stronger global actor.				Parent DG: DG MOVE
Specific objective:A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI)				Related to spending programme: CEF Transport
Main outputs in 2017:				
EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure		Latest known results/Achieved/Non achieved
Description	Number of outputs	Budget line	EUR million	
Payment of experts and PSA	217	06.020101/2/3/4	0.9	100% budget execution
Pre-financing	181	06.020101/2/3/4	300.9	100% budget execution
Further pre-financing	106	06.020101/2/3/4	458.6	100% budget execution
Interim payments	95	06.020101/2/3/4	276.6	100% budget execution
Final Payments	3	06.020101/2/3/4	3.7	100% budget execution
KEY ACTIONS	Estimated number	Estimated deadline	Responsible Unit /Remarks	Latest known results/Achieved/Non achieved
Publication of Annual and Multi-annual Calls 2017*	1	November 2017	R1	2 (Blending and SEASER)
Receipt of proposals Calls for Proposals 2016	500	February 2017	R1	349
Evaluation of the proposals under Calls 2016	100% of the admissible and eligible proposals	February - May 2017	R1, R2, R3, C1, C2, C3	100% of the admissible and eligible proposals
Commission Selection Decision on grants adopted for 2016 Calls	1	June 2017	Commission	1

Receipt of proposals Calls for Proposals 2017 (Blending first cut-off date)	N/A	July 2017	R1	68
Evaluation of the proposals under Calls for Proposals 2017 (Blending first cut-off date)	100% of the admissible and eligible proposals	July - December 2017	R1, R2, R3, C1, C2, C3	100% of the admissible and eligible proposals
Preparation and signature of the grant agreements selected under Calls 2016 and 2016 PSA	155	July - November 2017	C1, C2, C3	172
Making of individual commitment of projects selected under 2016 Calls and 2016 PSA	155	October 2017	R3, C1, C2, C3	172
Execution of pre-financing payment for projects selected under 2016 Calls and 2016 PSA	155	November - December 2017	R3, C1, C2, C3	181
Receipt and analysis of ASRs regarding ongoing actions	348	31 March 2017	R3, C1, C2, C3	348
Execution of further pre-financing	150	June 2017	R3, C1, C2, C3	106
Execution of interim payments	110	90 days after reception	R3, C1, C2, C3	95
Receipt, evaluation of final report and execution of final payments	4	90 days after reception	R3, C1, C2, C3	3

TEN-T

Relevant general objective(s): A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base;				Parent DG: DG MOVE
Specific objective: A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI)				Related to spending programme: TEN-T 2007-2013
Main outputs in 2017:				
EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure		Latest known results/Achieved/Non achieved
Description	Number of outputs	Budget line	EUR million	
Final Payments	258	06.0251	449.2	100% budget execution
KEY ACTIONS		Estimated number	Estimated Deadline	Responsible Unit /Remarks
Receipt, evaluation of final reports and execution of final payments.	230	90 days after reception	R3, C1, C2, C3	258

MARCO POLO II

Relevant general objective(s): A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base; A stronger global actor.				Parent DG: DG MOVE
Specific objective: A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI)				Related to spending programme: Marco Polo II
Main outputs in 2017:				
EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure		Latest known results/Achieved/Non achieved
Description	Number of outputs	Budget line	EUR million	
Interim payments	1	06.0252	0.3	100% budget execution
Final Payments	18	06.0252	8.6	100% budget execution
KEY ACTIONS	Estimated number	Estimated deadline	Responsible Unit /Remarks	
Receipt and evaluation of progress/interim reports	5	60 days after reception	C2, R3	1
Execution of interim payments	5	90 days after reception	C2, R4	1
Receipt, evaluation of final report and execution of final payments	12	90 days after reception	C2, R5	18

CEF ENERGY

Relevant general objective: Relevant general objective: A resilient Energy Union with a forward-looking climate change policy.			Parent DG: DG ENER	
Specific objective: Further work towards a well-functioning and fully integrated internal energy market, including with interconnections.			Related to spending programme:: CEF ENER	
Main outputs in 2017:				
EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure	Latest known results/Achieved/Non achieved	
Description	Number of outputs	Budget line	EUR million	
Payment of experts and PSA	21	32.020101	0.05	100% budget execution
Pre-financing	26	32.020101/02/03	51.8	100% budget execution
Further pre-financing	1	32.020101/02/03	5.7	100% budget execution
Interim payments	4	32.020101/02/03	10.7	100% budget execution
Final Payments	8	32.020101/02/03	4.6	100% budget execution
KEY ACTIONS	Estimated number	Estimated deadline	Responsible Unit /Remarks	Latest known results/Achieved/Non achieved
Commission Selection Decision on grants adopted for 2016/2 Call	1	March 2017	Commission	1
Preparation and signature of grant agreements under Calls 2016/2	25	March - July 2017	C4	18
Making of individual commitment for selected projects under 2016/2 Call	25	May-July 2017	R3, C4	18
Execution of pre-financing payment	25	May-July 2017	R3, C4	26
Receipt and analysis of ASRs regarding ongoing actions	32	May-July 2017	C4	37

Execution of further pre-financing	5	31 March 2017	R3, C4	1
Publication of call for proposals 2017-1	1	April 2017	R1	1
Receipt of proposals Call 2017/1	Not available	October 2017	R1	26
Evaluation of proposals under Call 2017/1	Not available	As of October 2017	R1, C4	Not available
Commission Selection Decision on grants adopted for 2017/1 Call	1	November 2017	Commission	Feb-18
Execution of interim payment	3	90 days after reception	R3, C4	4
Receipt, evaluation of final report and execution of final payment	10	90 days after reception	R3, C4	8

CEF TELECOM

Relevant general objective: A Connected Digital Single Market		Parent DG: DG CNECT		
Specific objective: 'The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies		Related to spending programme: CEF ICT		
Main outputs in 2017:				
EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure	Latest known results/Achieved/Non achieved	
Description	Number of outputs	Budget line	EUR million	
Payment of experts and PSA	65	09.0303	0.2	100% budget execution
Pre-financing	72	09.0303	23.5	100% budget execution
Interim payments	22	09.0303	5.8	100% budget execution
Final Payments	13	09.0303	2.2	100% budget execution
KEY ACTIONS	Estimated number	Estimated deadline	Responsible Unit /Remarks	Latest known results/Achieved/Non achieved

Receipt of proposals 2016 Calls	295	January - March 2017	R1	89
Evaluation of proposals 2016-2, 2016-3 and 2016-4 Calls	295	February - April 2017	R1, C4	89
Commission Selection Decision on grants adopted for 2016 Calls	2	May - July 2017	Commission	3
Preparation and signature of grant agreements selected under 2016 Calls	157	June - August 2017	C4	101
Making of individual commitment 2016 Calls	157	June - August 2018	R3, C4	101
Execution of pre-financing payment 2016 Calls	157	July - December 2017	R3, C4	72
Publication of calls for proposals 2017	3	February - June 2017	R1	12
Receipt of proposals 2017 Calls	Not available	May - November 2017	R1	184
Evaluation of proposals 2017-1 Calls	Not available	Not available	R1, C4	50
Evaluation of the proposals 2017 -2, 2017-3, 2017-4 Calls	Not available	June 2017 - March 2018	R1, C4	Ongoing (June 2017 - January 2018)
Commission Selection Decision on grants adopted for 2017-1 Call	Not available	Not available	Commission	1
Receipt, evaluation and execution of interim payments	27	90 days after reception	R3, C4	22
Receipt, evaluation of final report and execution of final payment	25	90 days after reception	R3, C4	13

HORIZON 2020 ENERGY

Relevant general objective(s): Relevant general objective: A resilient Energy Union with a forward-looking climate change policy.			Parent DG: DG ENER, DG RTD	
Specific objective DG RTD To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies; Specific Objective DG ENER Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020). Specific Objective DG CNECT The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies' (DG CONNECT).			Related to spending programme: Horizon 2020 Energy	
Main outputs in 2017:				
EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure	Latest known results/Achieved/Non achieved	
Description	Number of outputs	Budget line	EUR million	
Payment of experts	15	08.025001/32.045001	0.03	100% budget execution
Pre-financing	53	08.020303/08.025001/32.040301/32.045001	249.5	100% budget execution
Interim payments	72	08.020303/08.025001/32.040301/32.045001	143.6	100% budget execution
Final Payments	4	08.020303/08.025001/32.040301/32.045001	0.4	100% budget execution
KEY ACTIONS	Estimated number	Estimated deadline	Responsible Unit /Remarks	Latest known results/Achieved /Non achieved
Opening of calls for proposals*	100%	End of 2016	R1	1
Receipt of proposals	860	January-September 2017	R1	518
Evaluation of the proposals	100% of admissible and eligible proposals	from onwards February	R1	100% of admissible and eligible proposals
Grant preparations	40	from onwards February	H1	88

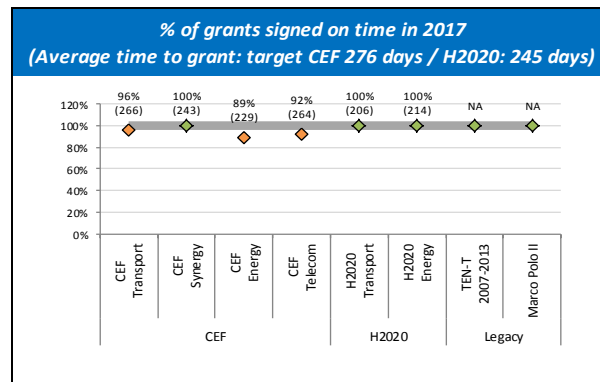
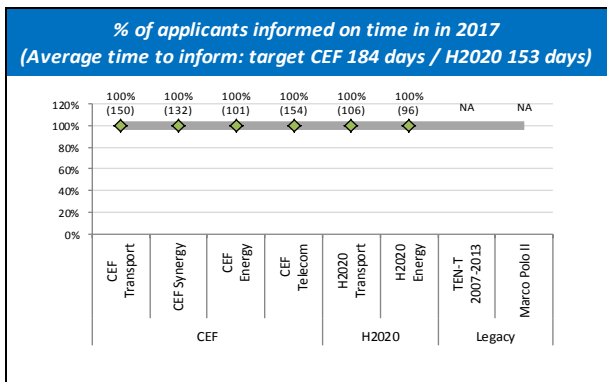
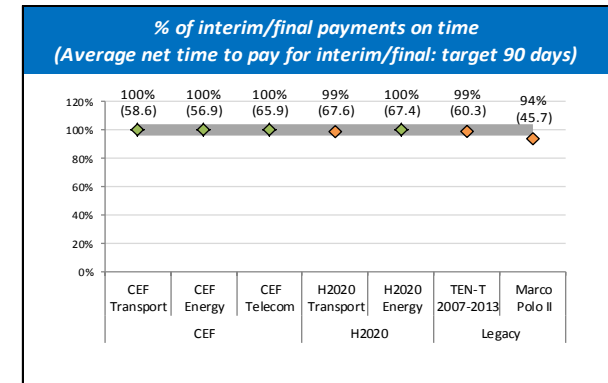
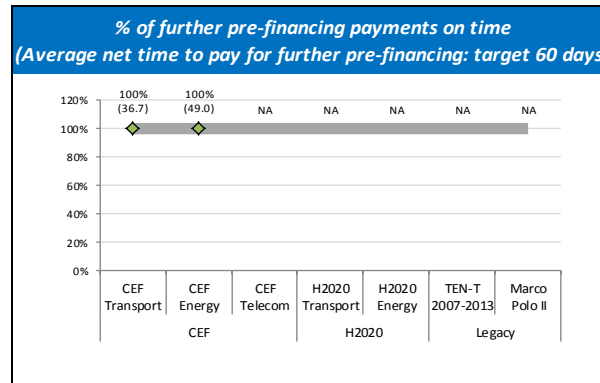
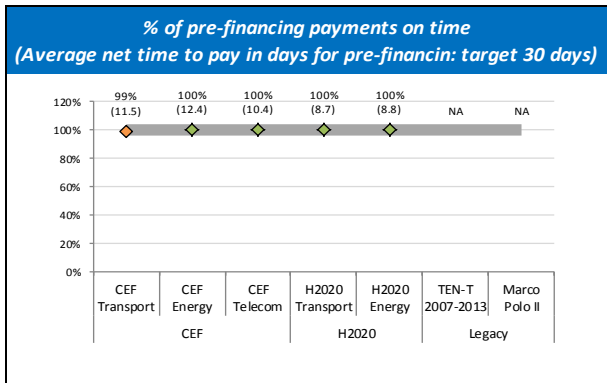
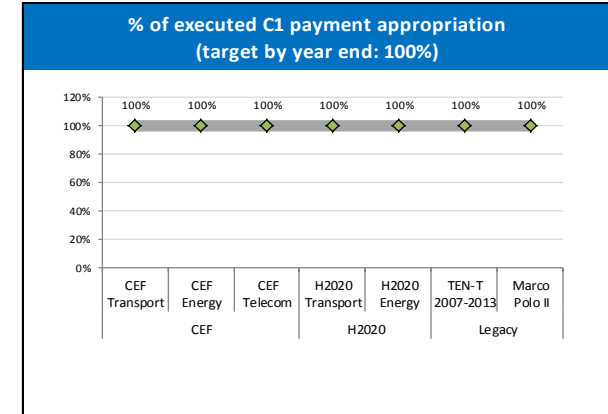
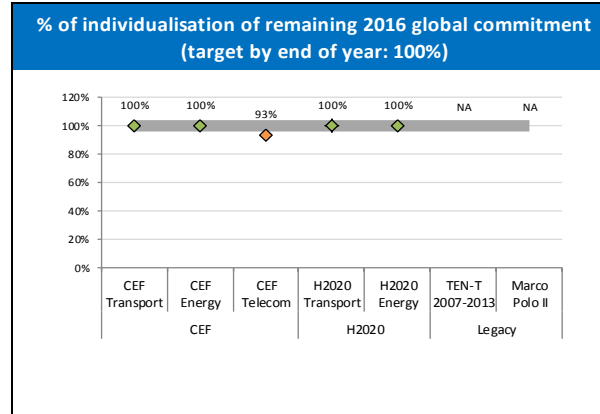
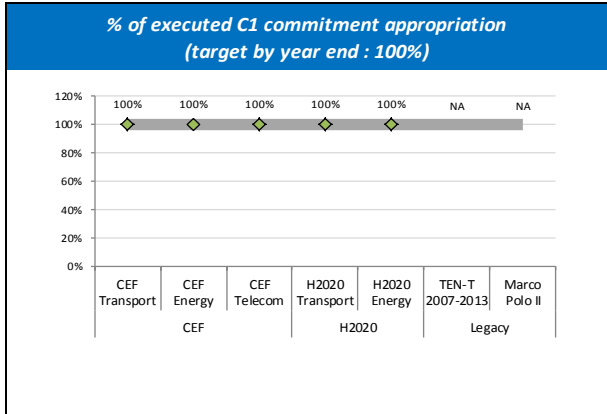
Signature of grant agreements	40	from February onwards	H1	52
Making of individual commitment	40	Before end 2017	R3, H1	52
Execution of pre-financing payment	40	30 days after the entering into force of the grants.	R3, H1	53
Receipt and evaluation of progress report	80	Evaluation of the progress report: no later than 60 days after the end of the reporting period. Evaluation report: maximum 5 months after the end of the reporting period.	H1	72
Execution of interim payment	80	Maximum 5 months after the end of the reporting period.	R3, H1	72
Receipt and evaluation of final report	1	Receipt of the reporting: no later than 60 days after the end of the reporting period. Evaluation report: maximum 6 months after the end of the reporting period.	H1	4
Execution of final payment	1	Maximum 6 months after the end of the reporting period.	R3, H1	4

HORIZON 2020 TRANSPORT

Relevant general objective(s): A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base.				Parent DG: DG MOVE, DG RTD	
Specific objective: Specific Objective DG RTD To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies . Specific Objective DG MOVE An innovative transport sector: Ensure the effective implementation of funding for research and innovation activities in the transport area under Horizon 2020				Related to spending Horizon 2020 Transport	
Main outputs in 2017:					
EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure		Latest known results/Achieved/Non achieved	
Description	Number of outputs	Budget line	EUR million		
Payment of experts	28	08.020304/08.025001/06.030301/06.035001		0.1	100% budget execution
Pre-financing	69	08.020304/08.025001/06.030301/06.035001		287.6	100% budget execution
Interim payments	78	08.020304/08.025001/06.030301/06.035001		174.7	100% budget execution
Final payments	4	08.020304/08.025001/06.030301/06.035001		0.5	100% budget execution
KEY ACTIONS	Estimated number	Estimated deadline		Responsible Unit /Remarks	Latest known results/Achieved/Non achieved
Opening of calls for proposals*	100%	End of 2016		R1	1
Receipt of proposals	760	January-October 2017		R1	638
Evaluation of the proposals	100% of admissible and eligible proposals	from February onwards		R1	100% of admissible and eligible proposals
Grant preparations	75	from February onwards		H2	68
Signature of grant agreements	75	from February onwards		H2	68

Making of individual commitment	75	Before end 2017	R3, H2	68
Execution of pre-financing payment	75	30 days after the entering into force of the grants.	R3, H2	69
Receipt and evaluation of progress report	6	Evaluation of the progress report: no later than 60 days after the end of the reporting period. Evaluation report: maximum 5 months after the end of the reporting period.	H2	78
Execution of interim payment	6	Maximum 5 months after the end of the reporting period.	R3, H2	78
Receipt and evaluation of final report	6	Evaluation of the progress report: no later than 60 days after the end of the reporting period. Evaluation report: maximum 5 months after the end of the reporting period.	H2	4
Execution of final payment	6	Maximum 5 months after the end of the reporting period.	R3, H2	4

Achievement of the KPIs and performance targets per sector



Legend

State-of-play: 31/12/2017

◆ Target achieved

◆ Target not achieved

Target area of the indicator

