



2018

Annual Activity Report

Annexes

**Innovation and
Networks Executive
Agency**

Table of contents

ANNEX 1: STATEMENT OF THE RESOURCES DIRECTOR..... 3

ANNEX 2:REPORTING – HUMAN RESOURCES, BETTER REGULATION, INFORMATION MANAGEMENT AND EXTERNAL COMMUNICATION 4

ANNEX 3: DRAFT ANNUAL ACCOUNTS AND FINANCIAL REPORT..... 10

ANNEX 4: MATERIALITY CRITERIA 39

ANNEX 5: RELEVANT CONTROL SYSTEM(S) FOR BUDGET IMPLEMENTATION (RCSS) 45

ANNEX 10: SPECIFIC ANNEXES RELATED TO FINANCIAL MANAGEMENT..... 55

ANNEX 12: PERFORMANCE TABLES 57

ANNEX 1: STATEMENT OF THE RESOURCES DIRECTOR

I declare that in accordance with the Commission's communication on the internal control framework¹, I have reported my advice and recommendations on the overall state of internal control in the Executive Agency to the Executive Director.

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

Date 15 February 2019

Paloma Aba Garrote

e-signed

I hereby certify² that the information provided in Section 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Date 15 February 2019

Dirk Beckers

e-signed

¹ C(2017)2373 of 19.04.2017.

² On the basis on the AOSD reports submitted by the Head of Departments in INEA.

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)	INEA	Target (2018)	State of play 31/12/2018
49.2%		65%	63%
Indicator 2: Staff engagement index			
Source of data: Commission staff survey			
Baseline (2016)	INEA	Target (2018)	State of play 31/12/2018
68.2%		70% based on the results of the Commission staff survey	70%
Indicator 3: Vacancy rate			
Source of data: INEA statistics			
Baseline (2017)	INEA	Target (2018)	State of play 31/12/2018
7%		3%	5.4%
Indicator 4: Proportion of female holding Head of Sector, Team Leader or Senior Project Manager posts			
Source of data: INEA statistics			
Baseline (2017)	INEA	Target (2018)	State of play 31/12/2018
40%		Stable	41%

Indicator 5: Proportion of female temporary agents and contract agents FG IV			
Source of data: INEA statistics			
Baseline (2017)	INEA	Target (2018)	State of play 31/12/2018
53%		Stable	51%
Indicator 6: Percentage of staff who consider the Agency to be a diverse and inclusive working environment			
Source of data: Commission staff survey			
Baseline (2016)	INEA	Target (2018)	State of play 31/12/2018
74%		75%	N/A
Indicator 7: Percentage of staff who feel that they achieve a good balance between their work and private life			
Source of data: Commission staff survey			
Baseline (2016)	INEA	Target (2018)	State of play 31/12/2018
55%		57%	N/A
Indicator 8: Percentage of staff who do structural teleworking			
Source of data: INEA statistic			
Baseline (2017)	INEA	Target (2018)	State of play 31/12/2018
14%		20%	19%
Main outputs in 2018:			
Output	Indicator	Target	State of play 31/12/2018
3rd Vitality Week Organised	% of staff involved satisfied	95%	96%
Implementation of the 2018 Retention Policy	% of the actions implemented	100%	100%

Action Plan			
Organisation of 'Leadership and effective management of people training' sessions	% of trainings organised vs planned for 2018	100%	All managers and staff with people management responsibilities were provided with a full offer of the relevant trainings organised by the Commission and the European School of Administration in April 2018.

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 filed (ratio)			
Source of data: Hermes-Ares-Nomcom (HAN) statistics			
Baseline (2017)	Target	State of play 31/12/2018	
0,18%	0%	0.12%	
Indicator 2: Number of HAN files readable/accessible by all units in the EA			
Source of data: HAN statistics			
Baseline (2017)	Target	State of play 31/12/2018	
90.32%	90%	97.32%	
Indicator 3: Number of HAN files shared with other DGs			
Source of data: HAN statistics			
Baseline (2017)	Target	State of play 31/12/2018	
10.95%	15%	81.39%	
Main outputs in 2018:			
Output	Indicator	Target	State of play 31/12/2018
Delivery	Once per year	To raise awareness on	Done

presentation to each unit on paperless procedure		paperless procedure in place	
Revision of the Note for the ARES file access rights	Revised Note	Increase of the HAN files shared within INEA and with the other DGs	Done and implemented See Ares(2018)1937412
Feasibility study on the integration of the electronic signature into TENTec	Comprehensive study on the costs, benefits and challenges for integrating the electronic signature into TENTec.	Sufficient information for Management to take a decision on whether to start with the integration of the electronic signature into TENTec.	Done. The study was prepared and it was discussed by the management team in July. A decision was taken not to pursue further the integration of the electronic signature into TENTec
Reporting strategy	Reporting strategy finalised	To formalise the reporting activities and processes	Done. The Strategy for the revision of the management reporting system was approved in mid-June.

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	State of play November 2018	
Total 'Positive': 39% Neutral: 37 % Total 'Negative': 22%	Positive image of the EU \geq 50%	59% Trust the EU	
Main outputs in 2018:			
Output	Indicator	Target	State of play 31/12/2018
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 (2017): (24,543,627)</i>	$\geq 24,600,000$	55,152,276
Widened participation in calls for proposals	% newcomers to the information days <i>Source of data: Feedback forms</i> <i>Baseline (2017): (56%)</i>	$\geq 50\%$	60.2%
Increased visibility of project results and successes	People reached <i>Web statistics, publications distributed, event statistics from parent DGs if available (Social media statistics will be included as from 2017)</i> <i>Baseline (2017):</i>	$\geq 4,000,000$	15,673,758

	(3,891,929)		
Increased engagement of beneficiaries and stakeholders	<p>Number of impressions on Twitter and potential reach</p> <p>Source of data: Twitter stats per call/ hashtag</p> <p>Baseline: (2017)</p> <ul style="list-style-type: none"> (66,900,000 potential reach) 	≥ 67,000,000	4,907,901 impressions Potential reach 82,000,000
	<p>Number of people finding content they were looking for on the website</p> <p>Source of data: Online survey</p> <p>Baseline (2017): (99.8%)</p>	≥ 95%	99.8%
	<p>Satisfaction rate of participants for the information day</p> <p>Satisfaction rate of participants for the information day</p> <p>Source of data: Feedback forms. Baseline (2017): 88%</p>	≥ 90%	92.4%
Annual communication spending:			
Baseline 2017	Target 2018	Total amount spent	Total of FTEs working on external communication
EUR 357,329	EUR 389,000	EUR 208,276	5

ANNEX 3: DRAFT ANNUAL ACCOUNTS AND FINANCIAL REPORT

Annex 3 Financial Reports - INEA - Financial Year 2018

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 2018 (in Mio €)				
Chapter		Commitment appropriations authorised *	Commitments made	%
		1	2	3=2/1
Title 1 STAFF EXPENDITURES				
1111	Temporary agents	8.24	8.23	99.91 %
1121	Contract Agents	11.39	11.38	99.97 %
1131	Interim and trainees	0.29	0.29	100.00 %
1211	Medical services	0.10	0.10	100.00 %
1221	Training	0.20	0.20	100.00 %
1231	Administration of staff	0.35	0.34	97.12 %
1241	Recruitment	0.04	0.04	100.00 %
1251	Representation & internal meetings	0.01	0.01	100.00 %
1261	Other social expenditure	0.59	0.57	97.30 %
Total Title 1		21.19	21.15	99.83%
Title 2 INFRASTRUCTURE & OPERATING EXPENDITURE				
2111	Rental of building	1.83	1.83	99.98 %
2121	Charges of the building	1.18	1.16	98.39 %
2211	Hardware and software	0.60	0.59	98.21 %
2221	ICT Services	0.48	0.47	96.67 %
2311	Furniture technical installations handling & remov	0.10	0.10	95.70 %
2321	Office supplies archive subscription & corresponda	0.09	0.08	87.34 %
2331	Other expenditure related to work environment	0.02	0.01	49.58 %
Total Title 2		4.30	4.23	98.33%
Title 3 PROGRAMME SUPPORT EXPENDITURE				
3111	Missions and related expenditure	0.37	0.37	100.00 %
3121	Audit	0.17	0.17	100.00 %
3131	Operational related IT expenditure	0.38	0.37	97.81 %
3141	Communication events & other Program support expe	0.25	0.24	96.01 %
Total Title 3		1.18	1.16	98.44%
TOTAL INEA		26.67	26.54	99.53 %

* 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

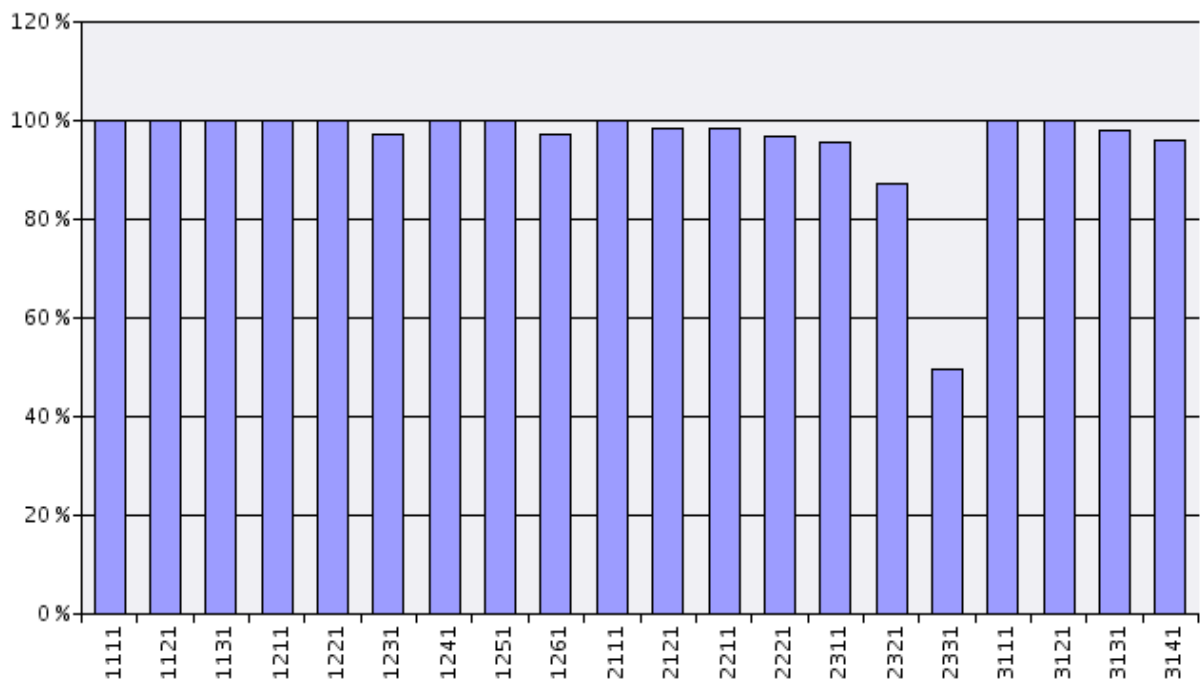


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2018 (in Mio €)				
Chapter		Payment appropriations authorised *	Payments made	%
		1	2	3=2/1
Title 1 STAFF EXPENDITURES				
1111	Temporary agents	8.24	8.23	99.91 %
1121	Contract Agents	11.39	11.38	99.97 %
1131	Interim and trainees	0.39	0.28	69.84 %
1211	Medical services	0.15	0.10	65.13 %
1221	Training	0.27	0.23	83.75 %
1231	Administration of staff	0.35	0.30	84.34 %
1241	Recruitment	0.05	0.04	69.57 %
1251	Representation & internal meetings	0.01	0.00	46.59 %
1261	Other social expenditure	0.76	0.61	80.70 %
Total 1		21.61	21.16	97.93%
Title 2 INFRASTRUCTURE & OPERATING EXPENDITURE				
2111	Rental of building	1.83	1.83	99.98 %
2121	Charges of the building	1.44	1.12	77.68 %
2211	Hardware and software	0.71	0.35	49.43 %
2221	ICT Services	0.48	0.47	96.67 %
2311	Furniture technical installations handling & remov	0.14	0.04	27.75 %
2321	Office supplies archive subscription & corresponda	0.10	0.07	68.30 %
2331	Other expenditure related to work environment	0.02	0.01	49.58 %
Total 2		4.74	3.89	82.19%
Title 3 PROGRAMME SUPPORT EXPENDITURE				
3111	Missions and related expenditure	0.47	0.40	84.77 %
3121	Audit	0.30	0.15	50.32 %
3131	Operational related IT expenditure	0.59	0.38	64.67 %
3141	Communication events & other Program support expe	0.40	0.31	76.93 %
Total 3		1.76	1.23	70.33%
TOTAL INEA		28.10	26.29	93.55 %

* 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"

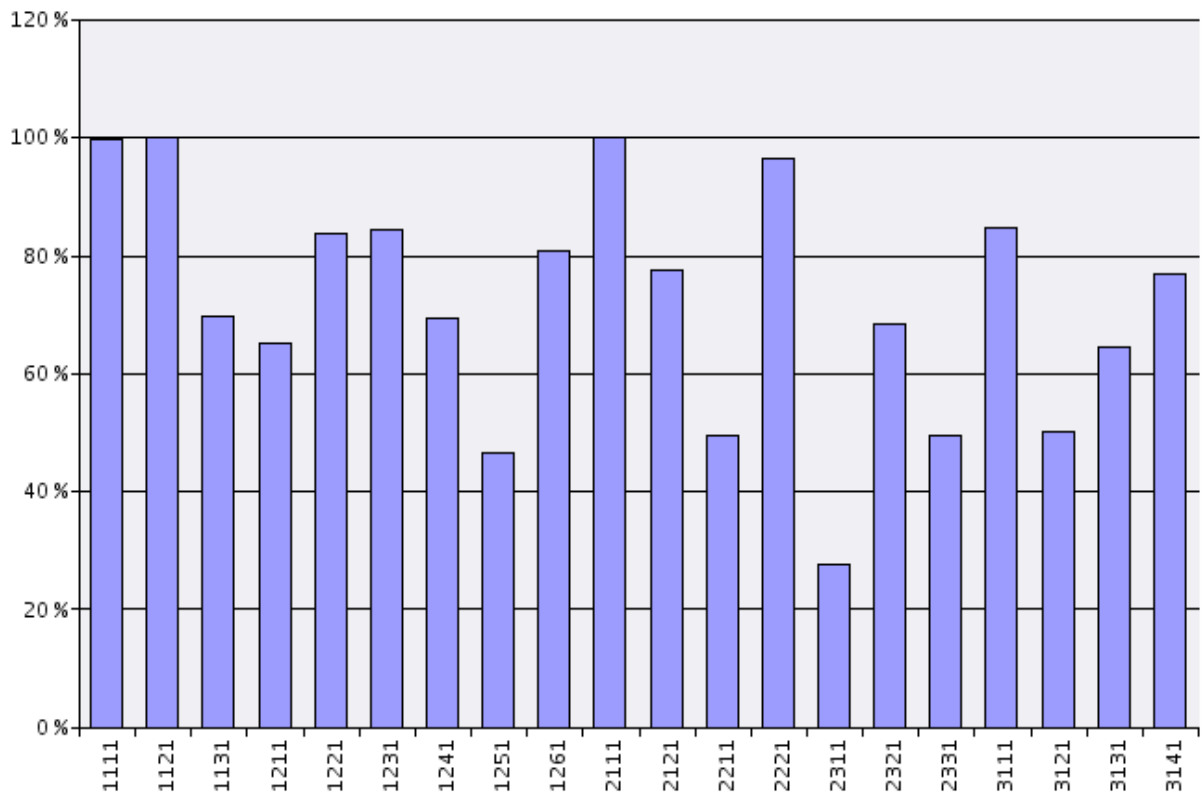


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2018 (in Mio €)

Chapter		2018 Commitments to be settled			
		Commitments 2018	Payments 2018	RAL 2018	% to be settled
		1	2	3=1-2	4=1-2/1
Title 1 STAFF EXPENDITURES					
1111	Temporary agents	8.23	-8.23	0.00	0.00 %
1121	Contract Agents	11.38	-11.38	0.00	0.00 %
1131	Interim and trainees	0.29	-0.18	0.11	36.62 %
1211	Medical services	0.10	-0.07	0.04	33.77 %
1221	Training	0.20	-0.17	0.03	16.45 %
1231	Administration of staff	0.34	-0.29	0.04	13.06 %
1241	Recruitment	0.04	-0.03	0.01	20.24 %
1251	Representation & internal meetings	0.01	0.00	0.00	75.93 %
1261	Other social expenditure	0.57	-0.52	0.05	7.94 %
Total 1		21.15	-20.88	0.27	1.30%

Title 2 INFRASTRUCTURE & OPERATING EXPENDITURE					
2111	Rental of building	1.83	-1.83	0.00	0.00 %
2121	Charges of the building	1.16	-0.87	0.29	24.90 %
2211	Hardware and software	0.59	-0.24	0.35	59.28 %
2221	ICT Services	0.47	-0.47	0.00	0.00 %
2311	Furniture technical installations handling & remov	0.10	-0.01	0.08	88.24 %
2321	Office supplies archive subscription & corresponda	0.08	-0.06	0.02	25.31 %
2331	Other expenditure related to work environment	0.01	-0.01	0.00	0.00 %
Total 2		4.23	-3.49	0.74	17.50%

Title 3 PROGRAMME SUPPORT EXPENDITURE					
3111	Missions and related expenditure	0.37	-0.31	0.06	15.39 %
3121	Audit	0.17	-0.04	0.13	75.86 %
3131	Operational related IT expenditure	0.37	-0.19	0.18	48.54 %
3141	Communication events & other Program support expe	0.24	-0.16	0.08	32.81 %
Total 3		1.16	-0.71	0.45	38.79%

TOTAL		26.54	-25.08	1.46	5.52 %
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"Breakdown of Commitments remaining to be settled (in Mio EUR)"

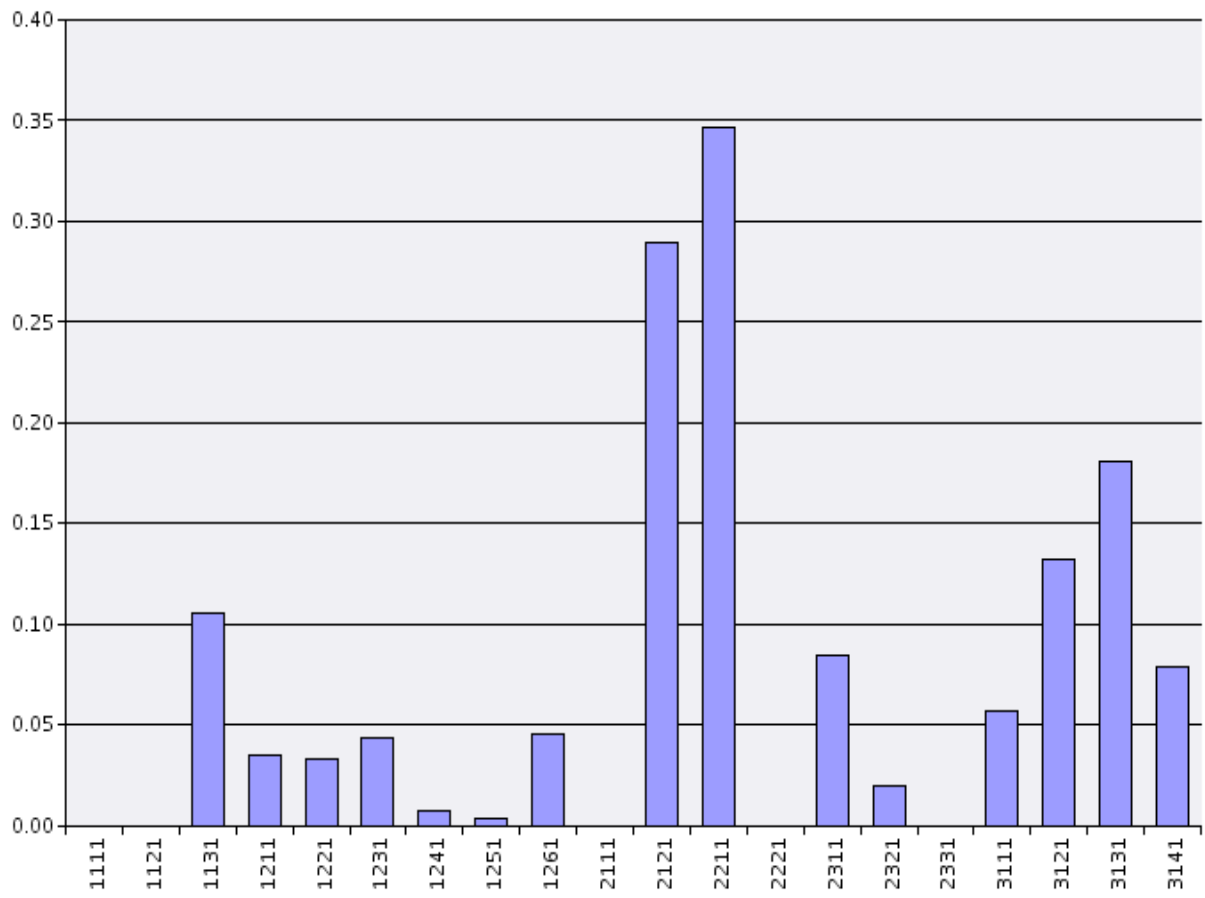


TABLE 4 : BALANCE SHEET INEA

BALANCE SHEET	2018	2017
A.I. NON CURRENT ASSETS	724,825.60	862,809.60
A.I.1. Intangible Assets	59,340.00	35,710.00
A.I.2. Property, Plant and Equipment	168,950.00	134,043.29
A.I.6. Non-Cur Exch Receiv & Non-Ex Recoverab	496,535.60	693,056.31
A.II. CURRENT ASSETS	1,930,578.67	1,800,180.26
A.II.2. Current Pre-Financing	0	0
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	130,984.55	114,254.58
A.II.6. Cash and Cash Equivalents	1,799,594.12	1,685,925.68
ASSETS	2,655,404.27	2,662,989.86
P.I. NON CURRENT LIABILITIES		0
P.I.3. Non-Current Financial Liabilities		0
P.II. CURRENT LIABILITIES	-1,373,586.40	-1,363,080.31
P.II.3. Current Financial Liabilities	0	-3,143.60
P.II.4. Current Payables	-368,646.38	-311,872.21
P.II.5. Current Accrued Charges & Defrd Income	-1,004,940.02	-1,048,064.50
LIABILITIES	-1,373,586.40	-1,363,080.31
NET ASSETS (ASSETS less LIABILITIES)	1,281,817.87	1,299,909.55
P.III.2. Accumulated Surplus/Deficit	-1,299,909.55	-886,599.34
Non-allocated central (surplus)/deficit*	18,091.68	-413,310.21
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	2018	2017
II.1 REVENUES	-26,323,769.44	-24,148,615.37
II.1.2. EXCHANGE REVENUES	-26,323,769.44	-24,148,615.37
II.1.2.1. FINANCIAL INCOME	-1.11	-1,713.08
II.1.2.2. OTHER EXCHANGE REVENUE	-26,323,768.33	-24,146,902.29
II.2. EXPENSES	26,341,861.12	23,735,305.16
II.2. EXPENSES	26,341,861.12	23,735,305.16
II.2.10. OTHER EXPENSES	6,502,913.98	6,206,468.81
II.2.6. STAFF AND PENSION COSTS	19,838,904.46	17,525,635.80
II.2.8. FINANCE COSTS	42.68	3,200.55
STATEMENT OF FINANCIAL PERFORMANCE	18,091.68	-413,310.21

TABLE 5bis : OFF BALANCE SHEET INEA

OFF BALANCE	2018	2017
OB.3.2. Comm against app. not yet consumed	-742,693.85	-625,979.35
OB.3.2. Comm against app. not yet consumed	-742,693.85	-625,979.35
OB.3.2. Comm against app. not yet consumed	-742,693.85	-625,979.35
OB.3.3. Significant legal commitments	-28,010.54	-77,900.00
OB.3.3.7.Other contractual commitments	-28,010.54	-77,900.00
OB.3.3.7.Other contractual commitments	-28,010.54	-77,900.00
OB.3.5. Operating lease commitments	-3,746,684.92	-5,500,840.38
OB.3.5. Operating lease commitments	-3,746,684.92	-5,500,840.38
OB.3.5. Operating lease commitments	-3,746,684.92	-5,500,840.38
OB.4. Balancing Accounts	4,517,389.31	6,204,719.73
OB.4. Balancing Accounts	4,517,389.31	6,204,719.73
OB.4. Balancing Accounts	4,517,389.31	6,204,719.73
OFF BALANCE	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 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	1080	1079	99.91 %	7.49	1	0.09 %	31

Total Number of Payments	1080	1079	99.91 %		1	0.09 %	
Average Net Payment Time	7.51			7.49			31
Average Gross Payment Time	7.87			7.85			31

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	11	37	3.43 %	1,080	1,045,654.17	9.58 %	10,913,526.55

Late Interest paid in 2018

Agency	GL Account	Description	Amount (Eur)

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2018

Title	Description	Year of Origin	Revenue and Income recognized	Revenue and Income cashed	Outstanding Balance
2000	EU Budget Contribution to the Executive Agency	2018	26,670,000.00	26,670,000.00	0.00
9000	Miscellaneous revenue	2018	1,402.21	1,402.21	0.00
TOTAL INEA			26,671,402.21	26,671,402.21	0.00

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

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2018	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC		
	Year of Origin (commitment)	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2016			1	1,402.21			
Sub-Total			1	1,402.21			

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										1	1,402.21		
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**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS
AT 31/12/2018 FOR INEA**

Year of Origin	Number at 01/01/2018	Number at 31/12/2018	Evolution	Open Amount (Eur) at 01/01/2018	Open Amount (Eur) at 31/12/2018	Evolution
Totals						

TABLE 10 : RECOVERY ORDER WAIVERS IN 2018 >= EUR 60.000

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

Total INEA						
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Number of RO waivers						
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Annex 3 Financial Reports - INEA - Financial Year 2018

Operational 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 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 2018 (in Mio €)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 06 Mobility and transport					
06	06 02	European transport policy	3651.43622	3576.22825	97.94 %
	06 03	Horizon 2020 - Research and innovation related to transport	56.98693349	56.8651795	99.79 %
Total Title 06			3708.423153	3633.09343	97.97%
Title 08 Research and innovation					
08	08 02	Horizon 2020 - Research	540.2130201	539.829222	99.93 %
Total Title 08			540.2130201	539.829222	99.93%
Title 09 Communications networks, content and technology					
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	132.1534644	132.09726	99.96 %
Total Title 09			132.1534644	132.09726	99.96%
Title 32 Energy					
32	32 02	Conventional and renewable energy	681.2832444	675.489268	99.15 %
	32 04	Horizon 2020 - Research and innovation related to energy	132.7044184	132.094647	99.54 %
Total Title 32			813.9876628	807.583915	99.21%
Total DG INEA			5194.7773	5112.60382	98.42 %

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

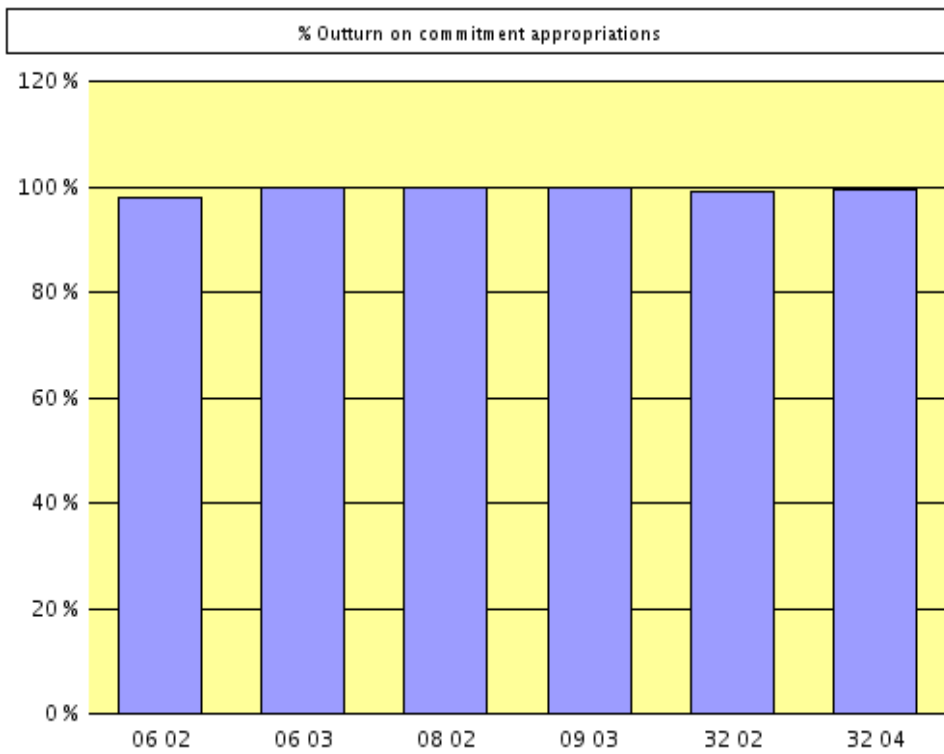


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2018 (in Mio €)					
Chapter			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 06 Mobility and transport					
06	06 02	European transport policy	1847.343152	1835.337248	99.35 %
	06 03	Horizon 2020 - Research and innovation related to transport	103.1784739	99.19509525	96.14 %
Total Title 06			1950.521625	1934.532343	99.18%
Title 08 Research and innovation					
08	08 02	Horizon 2020 - Research	595.9966558	559.7152474	93.91 %
Total Title 08			595.9966558	559.7152474	93.91%
Title 09 Communications networks, content and technology					
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	39.10167355	39.07755374	99.94 %
Total Title 09			39.10167355	39.07755374	99.94%
Title 32 Energy					
32	32 02	Conventional and renewable energy	171.1519714	171.1405891	99.99 %
	32 04	Horizon 2020 - Research and innovation related to energy	138.1939895	135.9267711	98.36 %
Total Title 32			309.3459609	307.0673602	99.26%
Total DG INEA			2894.965916	2840.392505	98.11 %

* 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"

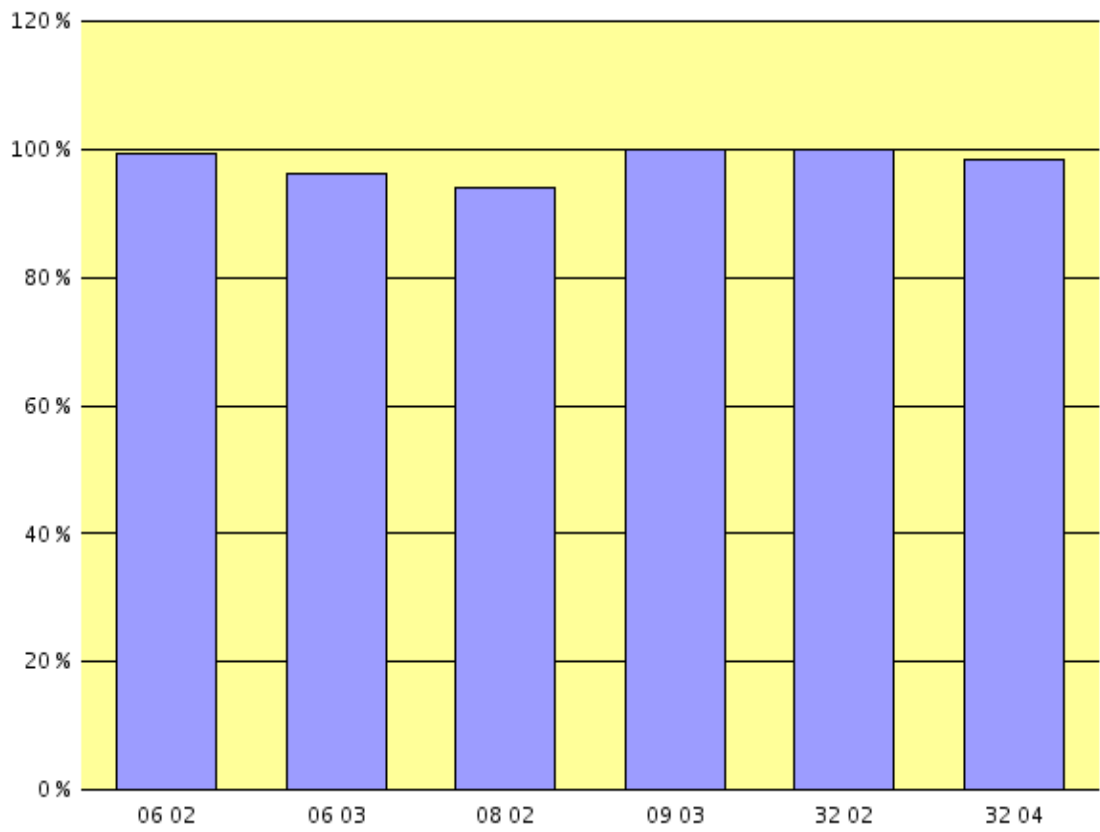


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2018 (in Mio €)

Chapter			2018 Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2018	Total of commitments to be settled at end of financial year 2017
			Commitments 2018	Payments 2018	RAL 2018	% 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	3576.228247	35.94	3540.284721	98.99 %	6,045.31	9,585.60	8112.77
	06 03	Horizon 2020 - Research and innovation related to transport	56.86517953	9.05	47.81609732	84.09 %	79.21	127.03	169.57
Total Title 06			3633.093426	44.99	3588.100818	98.76%	6124.526351	9712.627169	8282.33931
Title 08 : Research and innovation									
08	08 02	Horizon 2020 - Research	539.8292218	137.10	402.7249346	74.60 %	489.15	891.88	925.70
Total Title 08			539.8292218	137.10	402.7249346	74.60%	489.1542807	891.8792154	925.700604
Title 09 : Communications networks, content and technology									
09	09 03	Connecting Europe Facility (CEF) - Telecommunications networks	132.0972599	2.07	130.0235619	98.43 %	122.28	252.30	165.37
Total Title 09			132.0972599	2.07	130.0235619	98.43%	122.2796726	252.3032345	165.371536
Title 32 : Energy									
32	32 02	Conventional and renewable energy	675.4892685	15.45	660.0409283	97.71 %	1,396.88	2,056.92	1568.51
	32 04	Horizon 2020 - Research and innovation related to energy	132.0946465	50.96	81.1371655	61.42 %	193.64	274.78	283.78
Total Title 32			807.583915	66.41	741.1780938	91.78%	1590.524806	2331.702899	1852.28913
Total DG INEA			5112.603823	250.58	4862.027408	95.10 %	8326.48511	13188.51252	11225.7006

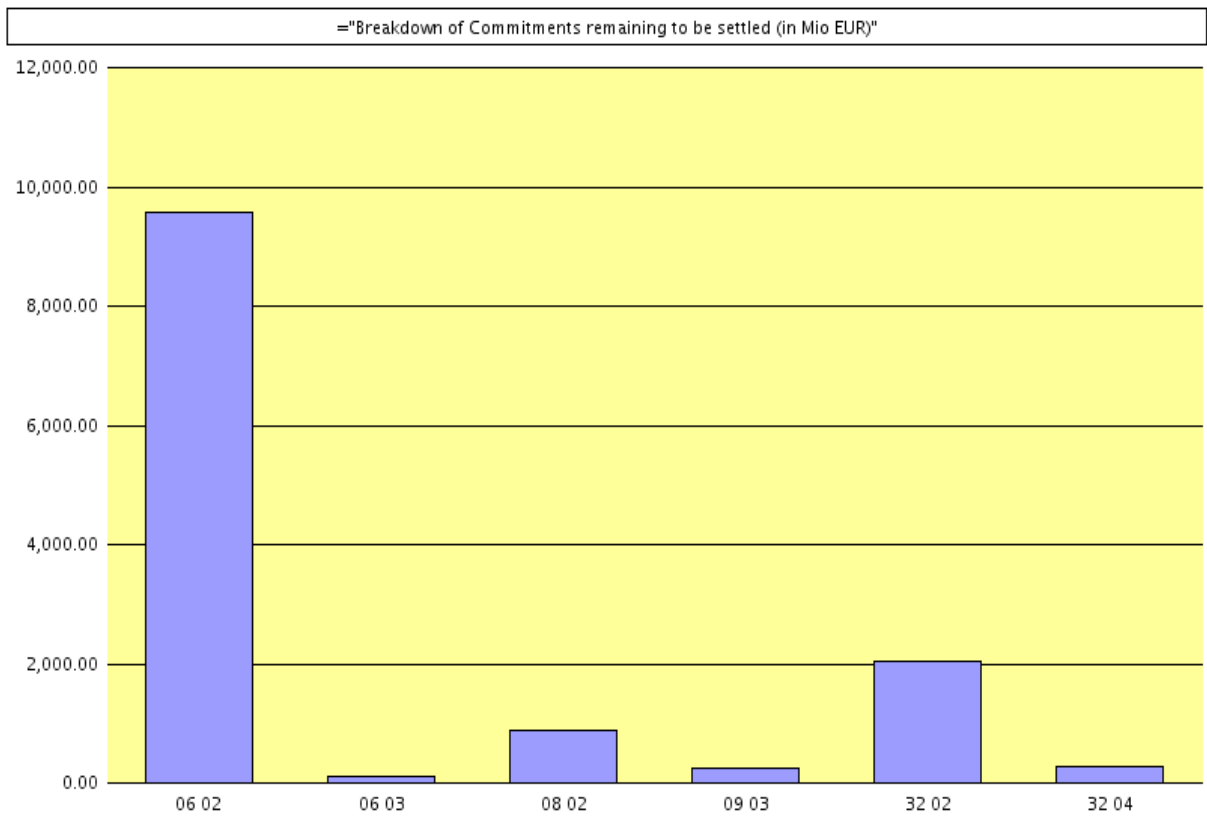


TABLE 4 : BALANCE SHEET INEA

BALANCE SHEET	2018	2017
A.I. NON CURRENT ASSETS	277903187.7	246914445
A.I.5. Non-Current Pre-Financing	277,903,187.73	246,914,444.96
A.II. CURRENT ASSETS	971252608.4	1113699866
A.II.2. Current Pre-Financing	963,879,032.86	1,092,002,049.95
A.II.3. Current Exch. Receiv & Non-Ex Recoverables	7,373,575.51	21,697,816.49
ASSETS	1249155796	1360614311
P.III. NET ASSETS/LIABILITIES	0	0
P.III.1. Reserves	0.00	0.00
P.II. CURRENT LIABILITIES	-1961415226	-1178970236
P.II.4. Current Payables	-203,868,069.41	-263,165,908.61
P.II.5. Current Accrued Charges & Defrd Income	-1,757,547,156.52	-915,804,327.57
LIABILITIES	-1961415226	-1178970236
NET ASSETS (ASSETS less LIABILITIES)	-712259429.8	181,644,075.22
P.III.2. Accumulated Surplus/Deficit	7,867,085,981.58	5872484553
Non-allocated central (surplus)/deficit*	-7,154,826,551.75	-6054128628
TOTAL	0.00	0.00

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE INEA		
STATEMENT OF FINANCIAL PERFORMANCE	2018	2017
II.1 REVENUES	-7289706.49	-1672385.83
II.1.1. NON-EXCHANGE REVENUES	-7999741.56	-1897082.33
II.1.1.5. RECOVERY OF EXPENSES	-7,999,741.56	-1,897,082.33
II.1.2. EXCHANGE REVENUES	710035.07	224696.5
II.1.2.1. FINANCIAL INCOME	-1,812.94	-2,998.00
II.1.2.2. OTHER EXCHANGE REVENUE	711,848.01	227,694.50
II.2. EXPENSES	3657220130	1996273815
II.2. EXPENSES	3657220130	1996273815
II.2.10.OTHER EXPENSES	467,295.78	413,136.82
II.2.2. EXP IMPLM BY COMMISS&EX.AGENC. (DM)	3,656,752,834.31	1,995,860,677.95
STATEMENT OF FINANCIAL PERFORMANCE	3,649,930,423.60	1,994,601,428.94

TABLE 5bis : OFF BALANCE SHEET INEA		
OFF BALANCE	2018	2017
OB.1. Contingent Assets	56,647,459.12	58,386,478.59
GR for pre-financing	56,647,459.12	58,386,478.59
OB.3. Other Significant Disclosures	-21,586,349,894.53	-22,707,841,304.79
OB.3.2. Comm against app. not yet consumed	-10,032,049,395.29	-10,032,049,395.29
OB.3.3.6.CEF	-11,554,300,499.24	-12,675,791,909.50
OB.4. Balancing Accounts	21,529,702,435.41	22,649,454,826.20
OB.4. Balancing Accounts	21,529,702,435.41	22,649,454,826.20
OFF BALANCE	0.00	0.00

TABLE 6: AVERAGE PAYMENT TIMES FOR 2018 - 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	677	674	99.56 %	12.30118694	3	0.44 %	39.66666667
45	2	2	100.00 %	19			
60	156	155	99.36 %	30.00645161	1	0.64 %	61
90	484	482	99.59 %	53.39626556	2	0.41 %	93

Total Number of Payments	1319	1313	99.55 %		6	0.45 %	
Average Net Payment Time	29.63078089			29.48743336			61
Average Gross Payment Time	43.70659591			43.56207159			75.33333333

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	37	498	37.76 %	1319	1,263,798,965.75	45.17 %	2,797,932,711.33

DG	GL Account	Description	Amount (Eur)

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2018

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	
52	REVENUE FROM INVESTMENTS OR LOANS GRANTED, BANK AND OTHER INTEREST	1,812.94	3,374.14	5,187.08	1,812.94	1,598.84	3,411.78	1,775.30
66	OTHER CONTRIBUTIONS AND REFUNDS	65,928,515.58	21,606,042.17	87,534,557.75	64,429,324.43	19,930,349.92	84,359,674.35	3,174,883.40
Total DG INEA		65,930,328.52	21,609,416.31	87,539,744.83	64,431,137.37	19,931,948.76	84,363,086.13	3,176,658.70

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

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2018 Year of Origin (commitment)	Irregularity		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2009	1	308133.67	1	308133.67	1	308133.67	100.00%	100.00%
2013					6	51592748.91		
2014	4	3540269.41	4	3540269.41	12	6181707.44	33.33%	57.27%
2015	9	46780.92	9	46780.92	17	3169884.51	52.94%	1.48%
2016					11	3788498.35		
2017	1	371.84	1	371.84	6	2339502.44	16.67%	0.02%
Sub-Total	15	3895555.84	15	3895555.84	53	67380475.32	28.30%	5.78%

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			5	32253.43			5	32253.43	5	32,253.43	100.00%	100.00%
NON ELIGIBLE IN COST CLAIMS			209	70566085.8			209	70566085.8	262	132,276,849.89	79.77%	53.35%
CREDIT NOTES												
Sub-Total			214	70598339.23			214	70598339.23	267	132309103.3	80.15%	53.36%
GRAND TOTAL			229	74493895.07			229	74493895.07	320	199689578.6	71.56%	37.30%

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2018 FOR INEA						
	Number at 01/01/2018	Number at 31/12/2018	Evolution	Open Amount (Eur) at 01/01/2018	Open Amount (Eur) at 31/12/2018	Evolution
2015	1	1	0.00 %	1,028,628.78	835,780.44	-18.75 %
2016	1	1	0.00 %	1,599,687.11	841,687.11	-47.38 %
2017	8		-100.00 %	18,981,100.42		-100.00 %
2018		3			1,499,191.15	
	10	5	-50.00 %	21,609,416.31	3,176,658.70	-85.30 %

TABLE 10 : RECOVERY ORDER WAIVERS IN 2018 >= EUR 60.000						
	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 - INEA - 2018		
Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Total		

TABLE 12 : SUMMARY OF PROCEDURES OF DG INEA EXCLUDING BUILDING CONTRACTS		
Procedure Legal base	Number of Procedures	Amount (€)
Total		

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 INEA³, the selection of audits is made with a mixture of risk and monetary unit sampling of the authorised interim and final payments of N-1. The population size of each sector provides a limited number of annual transactions (e.g. in 2018 for CEF Energy and CEF Telecom <50, in CEF Transport <300).

Under these conditions, a statistical sample with parameters of 2% materiality and 95% confidence would return a sample size including the majority of the auditable population in each sector.

Given the relatively low errors rates of the TEN-T and TEN-E programmes, and the low error rates detected so far under CEF, such a level of audit coverage would require a significant increase in the audit resources, which would increase the cost of control significantly with limited benefits in terms of error rate reduction.

Therefore, although not derived by statistical parameters which can be extrapolated to the unaudited population with statistical confidence, the audit sampling performed by INEA 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.

³ Legacy and CEF programmes

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:

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

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.
- RepER_{sys}%** 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 reasons not involving control deficiencies,⁴ the consequences are to be assessed quantitatively by making a best estimate of the likely exposure for the reporting year based on all available information. The relative impact on the Declaration of Assurance would be then considered by analysing the available information on qualitative grounds and considering evidence from other sources and areas. This should be clearly explained in the AAR.

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

⁴ Such as, for instance, when the number of results from a statistically-representative sample collected at a given point in time is not sufficient to calculate a reliable error rate.

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 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 programme⁵ 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 excellence 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

⁵ 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.

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 %.

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: RELEVANT CONTROL SYSTEM(S) FOR BUDGET IMPLEMENTATION (RCSS)

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 internal 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	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>The work programme and the subsequent calls for proposals do not adequately reflect the policy objectives, priorities and/ or topics are incoherent and/or the essential eligibility, selection and award criteria are not adequate to ensure effective, efficient and economic evaluations 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 design of the work programme and hierarchical validation. In addition, the Agency assures, for Call preparation, adoption and publication consultation of the adequate services and the appropriate hierarchical validation,</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>Effectiveness: Oversubscription - requested EU contribution from eligible proposals/call size.</p> <p>Efficiency: 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>Economy: 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>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	including consultation of parent DG.		

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

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

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>The evaluation and selection of proposals does not comply with the established procedures, does not respond to the policy objectives, priorities, and/or fails to consider the essential admissibility and eligibility requirements.</p> <p>Exclusion, selection and award criteria defined in the corresponding work programme(s) and</p>	<p>Selection and appointment of qualified independent expert evaluators, following Commission-wide procedures and rules and in consultation with the Parent DGs. Use of independent external observer(s).</p> <p>Clear guidelines for detecting and preventing conflicts of interest at all</p>	<p>Coverage/ frequency: 100% of experts.</p> <p>Depth: technical expertise and independence is checked at different levels and different stages (e.g. CoI, nationality bias, ex-employer bias). Supervision of work of evaluators</p>	<p>Effectiveness: Average time to inform. Cost of evaluating + selecting grants/ value of grants contracted.</p> <p>The evaluation of proposals is objective and performed based on high technical expertise. Transparency, independence and objectivity of the evaluation process attested by independent observer(s).</p> <p>Efficiency: estimation of cost of all staff and other expenses (external experts, observers and logistics) involved in the evaluation and selection of proposals process.</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>subsequent Calls for Proposals for CEF and Horizon 2020 are not adequately adhered to.</p>	<p>stages of the evaluation, including corrective measures to treat confirmed cases.</p> <p>Clear guidelines for assessing the essential admissibility and eligibility requirements as well as exclusion criteria.</p> <p>IT system(s) supporting the evaluations and allowing suitable monitoring of the process at all stages.</p> <p>Hierarchical validation of AOSD/AOD of results. In addition, if applicable: opinion of advisory bodies, Comitology, inter-service consultation and adoption by the Commission;</p>	<p>Coverage/ frequency: 100% of proposals.</p> <p>Only admissible and eligible proposals are proposed for selection.</p>	<p>Economy: policy objectives of the relevant programmes can be achieved in the most economical way by selecting the best proposals.</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	Fraud risk and legal checks are incorporated into the procedures or on ad hoc basis in case of doubt, issues.		

Stage 2: Grant agreement preparation (GAP)

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

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The budget foreseen in the proposal overestimates the costs necessary to carry out the action.	Grant preparation automation for Horizon 2020 through the common IT-tools, for CEF through TENTec using model template grant agreements.	Coverage: 100% of the selected proposals and beneficiaries are scrutinised. 100% of draft agreements.	Effectiveness: Average time to grant (FR 128.2); % of Time to grant on time Efficiency: estimation of cost of all staff involved in the contracting process including signing by AOSD. Cost of contracting/ amount

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>The beneficiary lacks operational and/or financial capacity to carry out the actions.</p> <p>A potential fraudulent proposal/ beneficiary has not been duly detected prior to the selection.</p>	<p>Consideration of the recommendations/ observations of budgetary nature by the evaluation panel for CEF (Horizon 2020 where applicable Participant Guarantee Fund; ethical review).</p> <p>Thorough procedures and clear guidelines for the validation of beneficiaries (operational and financial capacity).</p> <p>Ad hoc anti-fraud checks for high risk beneficiaries.</p> <p>Signature of the GA by the Authorising Officer.</p> <p>Close monitoring of the time to grant deadline.</p>	<p>Depth may be differentiated and 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>contracted (%).</p> <p>Economy: 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 contribution to policy objectives. Economy can also be quantified by justified reduction of EU contribution during GA preparation</p>

Stage 3: Monitoring the execution

Main control objectives: ensuring that the operational results (deliverables) from the selected projects are of good value and meet the objectives and conditions (effectiveness & efficiency); ensuring that underlying transactions 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	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>Reimbursement of ineligible costs;</p> <p>Failure to detect irregularities or fraud;</p> <p>Insufficient evidence of achievements;</p> <p>Wrong amounts paid due to incorrect entries into the relevant IT systems;</p> <p>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>Coverage: 100% of the projects are controlled through value-adding checks. High-Risk operations subject to more in-depth controls.</p> <p>Depth will depend 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>Effectiveness: value of detected ineligible costs resulting in the reduction of the calculation of the amount of EU contribution. 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>Efficiency: cost of all staff and non-staff expenses (e.g. external monitors for Horizon 2020) related to the monitoring of the execution of projects. Efficient use of the commitment appropriation for Actions with multi-annual instalments only. Increased predictability of the foreseen baseline outcomes. Reductions in error rates identified by audit certificates.</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	<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 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>High risk operations identified by risk criteria (suspicions raised by staff, audit results, EDES, individual or "population" risk assessment and procedure on audit certificates by beneficiaries linked to amounts claimed).</p>	<p>Economy: Successful implementation of the actions, including building assurance on the achievement of the project and policy objectives. Benefits due to operational review of projects and consequent corrective actions imposed on projects.</p>

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 (effectiveness; economy, efficiency; compliance; prevention of fraud)

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>The ex-ante controls fail to prevent, detect and correct erroneous payment declarations or attempted fraud.</p>	<p>Independent external audit team, not involved in operational or financial circuits, in charge of performing audits for CEF and Legacy Programmes.</p> <p>Detailed multi annual audit strategy for INEA, with specific targets for each legacy programme and CEF sector, further implemented through an annual audit plan.</p> <p>Horizon 2020 performed by the Common</p>	<p>Coverage, frequency and depth are determined 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 CEF, INEA adopted a multi-annual audit strategy with targets and indicators.</p> <p>For Horizon 2020, Central Audit Service (CAS) is responsible</p>	<p>Effectiveness: 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; Coverage amounts and % by programme on a multi-annual basis</p> <p>Efficiency: Number of audits finalised; Cost of ex-post audit team and external audit company (ies))/value of grants audited (%). Amounts being recovered/offset</p> <p>Economy: Improvement in rules and guidance from feedback from audits. Deterrent effect. Learning effect for beneficiaries. Improvement of ex-ante controls or risk approach in ex-ante controls by feeding back findings from audit.</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	<p>Support Centre, in accordance with the Horizon 2020 Ex-post audit strategy</p> <p>Identification of internal control improvement via ex-post audits.</p>	for ex-post controls.	

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. (effectiveness; economy, efficiency; compliance; prevention of fraud)

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
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</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</p>	<p>Effectiveness: % of audit results pending implementation; % of audit results implemented; value of recovery orders which are 'waived' or have to be cancelled.</p> <p>Efficiency: cost per staff involved in the</p>

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
	<p>circuits and authorisation by Authorising Officer.</p> <p>Notification of suspicious cases to OLAF and regular follow up of detected fraud.</p> <p>Ex-posts audits performed by ECA and CAS (Horizon 2020).</p>	<p>recoveries.</p> <p>For Horizon 2020 systemic errors are extrapolated to all the non-audited projects of the same beneficiary. For CEF a similar approach is being considered.</p>	<p>implementation of the audit results.</p> <p>Economy: budget value of the errors, detected by ex-post controls, which have actually been corrected (offset or recovered).</p>

ANNEX 10: SPECIFIC ANNEXES RELATED TO FINANCIAL MANAGEMENT

Overview of the estimated cost of controls at Executive Agency (EA) level:

Connecting Europe Facility (incl. Legacy Programmes)							
Ex ante controls (stages 1-3)			Ex post controls (stage 4)			Total**	
EC total costs (in EUR)	payments made (in EUR)*	Ratio (%)*: <i>Total ex ante control cost in EUR ÷ payments made in EUR</i>	EC total costs (in EUR)	total value verified and/or audited (in EUR)	Ratio (%): <i>Total ex post control cost in EUR ÷ total value verified and/or audited in EUR</i>	EC total estimated cost of controls (in EUR)	Ratio (%)*: <i>Total cost of controls ÷ payments made</i>
€17,081,481	€2,044,364,243	0.84%	€1,100,471	€613,174,371	0.18%	€18,181,952	0.89%
Horizon 2020							
Ex ante controls (stages 1-3)			Ex post controls (stage 4)			Total**	
EC total cost (in EUR)	payments made (in EUR)*	Ratio (%)*: <i>Total ex ante control cost</i>	EC total costs (in EUR)	total value verified and/or audited (in EUR)	Ratio (%): <i>Total ex post</i>	EC total estimated cost of controls (in EUR)	Ratio (%)*: <i>Total cost of controls ÷ funds</i>

		<i>in EUR ÷ funds managed in EUR</i>		EUR)	<i>control cost in EUR ÷ total value verified and/or audited in EUR</i>		<i>managed</i>
€16,138,993	€794,695,562	2.03%	€1,074,551	NA	NA	€17,213,544	2.17%
OVERALL estimated cost of control at EC level							
Ex ante controls			Ex post controls			Total**	
EC total cost (in EUR)	payments made (in EUR)*	Ratio (%)*: Total ex ante control cost in EUR ÷ funds managed in EUR	EC total costs (in EUR)	total value verified and/or audited (in EUR)	Ratio (%):⁶:	EC total estimated cost of controls (in EUR)	Ratio (%)*: Total cost of controls ÷ funds managed
€33,220,474	€2,839,059,805	1.17%	€2,175,022	NA	NA	€35,395,496	1.25%

⁶ Total ex post control cost in EUR ÷ total value verified and/or audited in EUR

ANNEX 12: PERFORMANCE TABLES

CEF TRANSPORT

EXPENDITURE-RELATED OUTPUTS				INPUTS: Operational expenditure	Latest known results/Achieved/Non achieved
Description	Number of outputs	Budget line	EUR million		
Other payments for programme support actions	14	06.020101, 06.020102, 06.020103 and 06.020104	0.22 million	100% budget execution	
Payment for calls related expenditures including the payment of the experts	94		0.50 million	100% budget execution	
Pre-financing payments	172		241.7 million	100% budget execution	
Further pre-financing payments	151		641.1 million	100% budget execution	
Interim payments	151		880.8 million	100% budget execution	
Final Payments	35		65.3 million	100% budget execution	
KEY ACTIONS	Estimated number	Target (2018 AWP)	Responsible Department	Latest known result at 31/12/2018	
				Number of outputs	Achievement of the target (%)
Organization of information days	N/A	>95% satisfaction rate of participants	R	2	93.50%
Timely reimbursement of external experts	N/A	>98% within the TTP	R	94	100% within TTP
Evaluation of project proposals	120	100% of the applicants informed on time	C, R	96	100% within TTI
Preparation and signature of grant agreements	30	>98% of the Grant agreements signed on time	C, R	98	98% within TTG

Execution of first pre-financing payment for projects (including the extra first pre-financing paid for the 2015 and 2016 Cohesion actions)	30	100% within the TTP	C, R	172	99.4% executed within TTP
Execution of further pre-financing, following the reception of Action Status Reports (ASRs)	ASRs: 445 Further pre-financings : up to 240	100% within the TTP	C, R	ASRs: 445 Further pre-financings: 151	99.3% executed within TTP
Receipt and evaluation of progress/interim reports, execution of interim payments	between 110 and 140	>98% within the TTP	C, R	203 interim reports, out of which 151 leading to a payment	99.8% within TTP
Receipt, evaluation of final reports and execution of final payments	between 50 and 70	>98% within the TTP	C, R	36 final reports, out of which 35 leading to a payment	97.2% within TTP

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

EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure		Latest known results/Achieved/Non achieved	
Description	Number of outputs	Budget line	EUR million		
Final Payments	2	06.0251	1.4 million	100% budget execution	
KEY ACTIONS				Latest known result at 31/12/2018	
	Estimated number	Target (2018 AWP)	Responsible Department	Number of outputs	Achievement of the target (%)
Receipt, evaluation of final reports and execution of final payments.	5	>98% within the TTP	C,R	4 final reports out of which 2 leading to a payment	100%
Qualitative and quantitative data for the TEN-T ex-post evaluation	N/A	High quality and timely submission of INEA's input is ensured	C,R	N/A	Achieved

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;

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

EXPENDITURE-RELATED
OUTPUTS

INPUTS: Operational
expenditure

Latest known
results/Achieved/Non
achieved

Description	Number of outputs	Budget line	EUR million	
Final Payments	8	06.0252	4.4 million	100% budget execution

Latest known result at
31/12/2018

KEY ACTIONS	Estimated number	Target (2018 AWP)	Responsible Department	Number of outputs	Achievement of the target (%)
Receipt, evaluation of final reports and execution of final payments	11	>98% within the TTP	C,R	10 final report, out of which 8 leading to a final payment	100% within the TTP

CEF ENERGY

EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure		Latest known results/Achieved/Non achieved	
Description	Number of outputs	Budget line	EUR million		
Payment for calls related expenditures including the payment of the experts	20	32.020101, 32.020102, and 32.020103	0.07 million	100% budget execution	
Other payments for programme support actions	10		0.15 million		
Pre-financing payments	28		101.7 million	100% budget execution	
Further pre-financing payments	5		24 million	100% budget execution	
Interim payments	3		23.8 million	100% budget execution	
Final Payments	30		21.4 million	100% budget execution	
KEY ACTIONS	Estimated number		Target (2018 AWP)	Responsible Department	Number of outputs
Organization of information days	N/A	>95% satisfaction rate of participants	R	1	100%
Timely reimbursement of external experts	N/A	>98% within the TTP	R	20	100% within the TTP
Evaluation of project proposals	25	100% of the applicants informed on time	C, R	37	100% within the TTI

Preparation and signature of grant agreements	20	>98% of the Grant agreements signed on time	C, R	24	96% within the TTG
Execution of first pre-financing payment for projects	20	100% within the TTP	C, R	28	100% within the TTP
Execution of further pre-financing, following the reception of Action Status Reports (ASRs)	ASRs: 41 Further pre-financings: up to 3	100% within the TTP	C, R	ASRs: 41 Further pre-financings: 5	100% within the TTP
Receipt and evaluation of progress/interim reports, execution of interim payments	3	>98% within the TTP	C, R	3 interim reports, out of which 3 leading to a payment	100% within the TTP
Receipt, evaluation of final reports and execution of final payments	25	>98% within the TTP	C, R	32 final reports, out of which 30 leading to a payment	100% within the TTP

CEF TELECOM

EXPENDITURE-RELATED OUTPUTS				INPUTS: Operational expenditure	Latest known results/Achieved/Non achieved
Description	Number of outputs	Budget line	EUR million		
Other payments for programme support actions	4	09.0303	8 million	100% budget execution	
Payment for calls related expenditures including the payment of the experts	40	09.0303	0.17 million	100% budget execution	
Pre-financing payments	104	09.0303	29.6 million	100% budget execution	
Interim Payments	7	09.0303	1.6 million	100% budget execution	
Final Payments	26	09.0303	7.6 million	100% budget execution	
KEY ACTIONS	Estimated number	Target (2018 AWP)	Responsible Department	Number of outputs	Achievement of the target (%)
Organization information days of	N/A	>95% satisfaction rate of participants	R	3	91%
Timely reimbursement of external experts	N/A	>98% within the TTP	R	40	100% within the TTP
Evaluation of project proposals	200	100% of the applicants informed on time	C, R	172	100% within the TTI

Preparation and signature of grant agreements	120	>98% of the Grant agreements signed on time	C, R	135	98% within the TTG
Execution of first pre-financing payment for projects	120	100% within the TTP	C, R	104	100% within the TTP
Receipt, evaluation of interim reports and execution of final payments	7	>98% within the TTP	C, R	7 interim reports, out of which 7 leading to a payment	100% within the TTP
Receipt, evaluation of final reports and execution of final payments	50	>98% within the TTP	C, R	26 final reports, out of which 26 leading to a payment	100% within the TTP
<u>WiFi4EU</u> : Estimated number of applications for vouchers	20000	100% of the applicants informed on time	C, R	13198	100% within the TTI
<u>WiFi4EU</u> : Eligibility checks of the applications for vouchers	5500	100% of the applicants informed on time	C, R	3438	100% within the TTI
<u>WiFi4EU</u> : Preparation and signature of the grant agreements for call WiFi4EU-2018	1183	>98% of the Grant agreements signed on time	C, R	1237	100% within the TTG

HORIZON 2020 ENERGY

<p>Relevant general objective: A resilient Energy Union with a forward-looking climate change policy.</p>				<p>Parent DG: DG ENER, DG RTD</p>	
<p>Specific objective DG RTD: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies and contribute to the transition to a low-carbon economy by stimulating the development of new cost-effective technologies and services via R&I policy and actions - in particular with regard to the Energy Union key priorities and related EU energy and climate policies for 2030 and 2050.</p> <p>Specific Objective DG ENER: Tapping the job and growth potential of the energy sector and further developing energy technologies.</p> <p>Specific Objective DG CNECT: The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies.</p>				<p>Related to spending programme: Horizon 2020 Energy</p>	
EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure		Latest known results/Achieved/Non achieved	
Description	Number of outputs	Budget line	EUR million		
Payment of monitors	24	08.025001 and 32.045001	0.06 million	100% budget execution	
Pre-financing payments	66	08.020303, 32.040301, 08.025001 and 32.045001	276.2 million	100% budget execution	
Interim payments	92 ⁷		172.7 million	100% budget execution	
Final Payments	29		7.3 million	100% budget execution	
KEY ACTIONS	Estimated number	Target (2018 AWP)	Responsible Department	Latest known result at 31/12/2018	
				Number of outputs	Achievement of the target (%)
Organization of information days	N/A	>95% satisfaction rate of participants	R	2	89%
Timely reimbursement of external experts	N/A	>98% within the TTP	R	24	91.7% within TTP
Evaluation of project proposals	550	100% of the applicants informed on time	H, R	449	100% within the TTI

⁷ Includes EUR 477,221 of pre-financings encoded as PN as they concern an internal invoicing to JRC.

Preparation and signature of grant agreements from 2017 and 2018 calls	70	>98% of the Grant agreements signed on time	H, R	65	100% within the TTG
Execution of first pre-financing payment for projects	30	100% within the TTP	H, R	66	100% within the TTP
Receipt and evaluation of progress/interim reports, execution of interim payments	90	>98% within the TTP	H, R	90 interim reports, out of which 90 leading to a payment	100% within the TTP
Receipt, evaluation of final reports and execution of final payments	35	>98% within the TTP	H, R	33 final reports, out of which 29 leading to a payment	100% within the TTP

HORIZON 2020 TRANSPORT

Relevant general objectives: 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

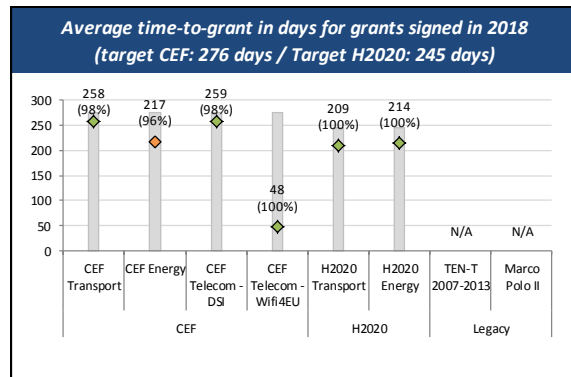
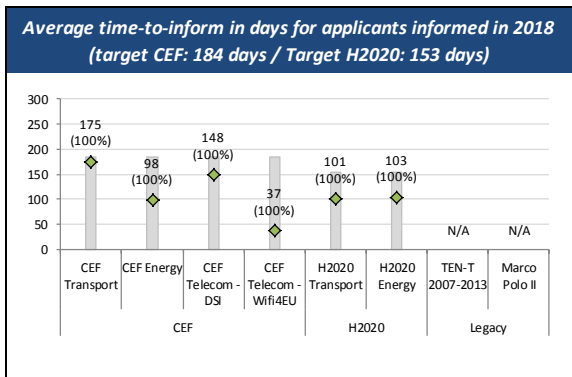
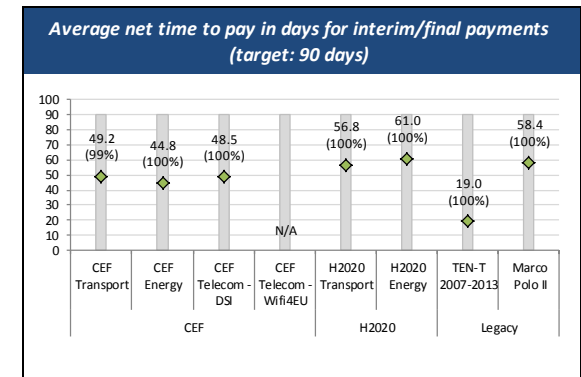
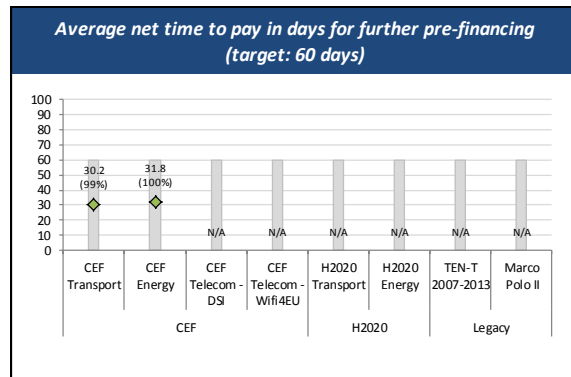
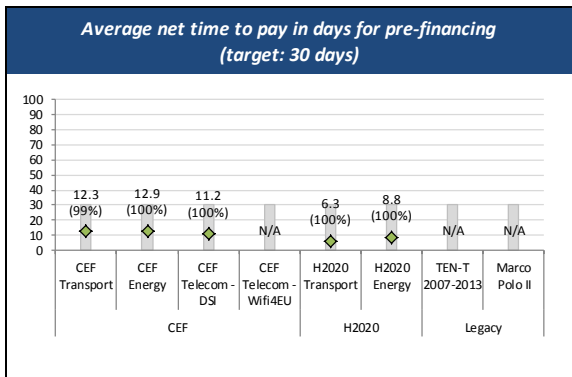
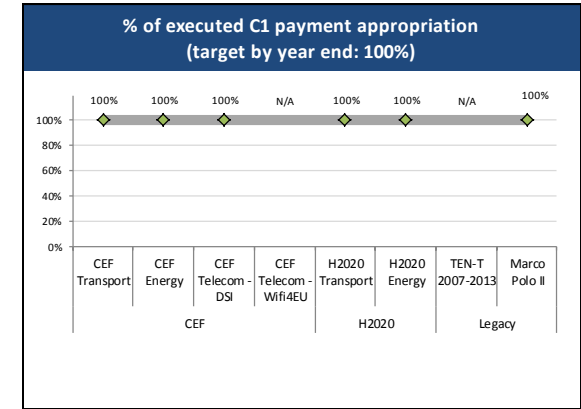
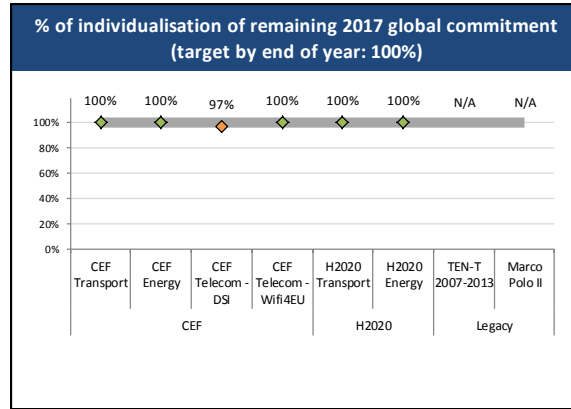
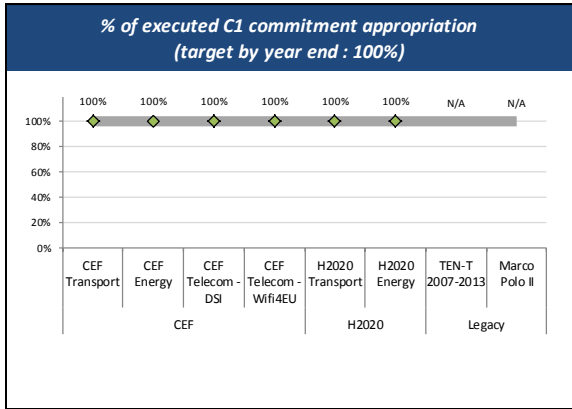
Specific objective DG RTD: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies, contributing to the achievement of a European transport system that is resilient, resource efficient, climate and environmentally friendly, safe and seamless for the benefit of all citizens, the economy and society.
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 programme: Horizon 2020 Transport

EXPENDITURE-RELATED OUTPUTS		INPUTS: Operational expenditure		Latest known results/Achieved/Non achieved	
Description	Number of outputs	Budget line	EUR million		
Payment of experts	37	08.025001 and 06.035001	0.09 million	100% budget execution	
Pre-financing payments	64	06.030300, 08.020304, 08.025001 and 06.035001	237.3 million	100% budget execution	
Interim payments	69		89.9 million	100% budget execution	
Final Payments	39		11.2 million	100% budget execution	
KEY ACTIONS	Estimated number	Target (2018 AWP)	Responsible Department	Latest known result at 31/12/2018	
				Number of outputs	Achievement of the target (%)
Organization of information days	9	>95% satisfaction rate of participants	R	1	0.95
Timely reimbursement of external experts	N/A	>98% within the TTP	R	37	100% within the TTP
Evaluation of project proposals	450	100% of the applicants informed on time	H, R	400	100% within the TTI
Preparation and signature of grant agreements from 2017 and 2018 calls	75	>98% of the Grant agreements signed on time	H, R	66	100% within the TTG

Execution of first pre-financing payment for projects	75	100% within the TTP	H, R	64	100% within the TTP
Receipt and evaluation of progress/interim reports, execution of interim payments	70	>98% within the TTP	H, R	69 interim reports, out of which 69 leading to a payment	100% within the TTP
Receipt, evaluation of final reports and execution of final payments	55	>98% within the TTP	H, R	39 final reports, out of which 39 leading to a payment	100% within the TTP

Achievement of the KPIs per sector



Legend

State-of-play: 31/12/2018

- ◆ Target achieved
- ◆ Target not achieved
- N/A – Indicator not applicable

Target area of the indicator

