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ANNEX

ANNEX

to the Commission Decision

Approving Annual Work Programme 2020 of the Research Executive Agency



ANNEX

Annual Work Programme 2020

Research Executive Agency - REA

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LIST OF MAIN ACRONYMS/ABBREVIATIONS

BO	Business Owner
CAS	Common Audit Service
CBA	Cost-Benefit Analysis
CFE	Certified Fraud Examiner
COSME	Competitiveness of Enterprises and Small and Medium-sized Enterprises programme
CRaS	Common Representative Audit Sample
CSA	Coordination and Support Actions
CIC	Common Implementation Centre
D&E NET	Dissemination & Exploitation-Network
DPO	Data Protection Officer
EDCC	Europe Direct Contact Center
EDES	Early Detection and Exclusion System
EIC	European Innovation Council
EUCI	EU Classified Information
FAIR	Fraud and Irregularities in Research
FDI	Financial Date for Implementation of commitments
FET	Future and Emerging Technologies
FP7	The 7 th Framework Programme for Research and Innovation (2007-2013)
GIP	General Implementing Provisions
HAN	Hermes-Ares-Nomcom
H2020	Horizon 2020, the Framework Programme for Research and Innovation (2014-2020)
IA	Innovation Actions
ICM	Indirect Cost Method / Model
IT	Information Technology
KPIs	Key Performance Indicators
LE	Legal Entity
LEAR	Legal Entity Authorised Representative
LEIT	Leadership in enabling and industrial technologies
LS	Lump Sum
MCA	Marie Curie Actions (FP7)
MFF	Multi-annual Financial Framework
MSCA	Marie Skłodowska-Curie Actions (Horizon 2020)
NCPs	National Contact Points
PDM	Participant Data Management
PF	Policy Feedback
RES	Research Enquiry Service
RFCS	Research Fund for Coal and Steel programme
RIA	Research and Innovation Actions
R&I	Research and Innovation
RO	Third Country Contributions
SEDIA	Single Electronic Data Interchange Area
SEWP	Spreading Excellence and Widening Participation
SwafS	Science with and for Society
UTRO	Universal takeover

PART 1. MESSAGE FROM THE DIRECTOR

2020 will be a most challenging year of transition towards a new multi-annual financial framework and the Horizon Europe framework programme, preceded by the new Commission entered into function in December 2019.

For the Research Executive Agency and its parent DGs, this period will be decisive for the design of REA's third mandate. The Agency will continue to collaborate with DG RTD and the Commission's horizontal services in preparing the future delegation in a coordinated manner. It will feed as much of its experience as possible into the programming process for Horizon Europe and into the design of its implementation modalities.

Highlights for the year

The **implementation of Horizon 2020** is at its climax, with the last calls to launch and the bulk of its projects to manage. In 2020 REA will handle a significant workload covering all stages of the project management life cycle, fully exploiting the efficiency gains that were generated over the last years by optimising its business processes and investing in highly skilled staff. Particular attention will be devoted to the **dissemination and exploitation** of the project results and the effective **implementation of audit findings**. In continuity with the practice developed in 2019, REA will provide **effective policy feedback (PF)** to its parent DGs, through the PF plans agreed for 2020.

Like in previous years, **REA** will invest **in the grant management business process design and monitoring** for the R&I family as a whole. This includes serving as (deputy) Business Project Owner for important processes such as the participant register, expert management, proposal submission, and the Funding and Tenders Portal. REA will also be actively represented in the Key User Groups for various business processes. In addition there will be active participation with the Extended European Innovation Council (EIC) Task Force.

As regards REA's mandate to offer participant validation services for all Commission's direct management in the context of **SEDIA** (i.e. procurements and grants), particular efforts will go to the implementation of the **multilanguage support** for participants' validation, as part of the transition to a multilingual mode for the eGrants/eProcurement/SEDIA suite of applications and services.

Another part of the REA support services, relating to **contracting and payments of experts**, will continue to contribute to the optimisation of the corporate processes and IT tools in order to realise efficiency gains allowing REA to face the next programming period, and in particular the launch of the new programmes.

Preparing for the change

2020 will be a particularly challenging year in terms of organisational management. The preparation of the Agency for its next mandate will require careful planning, timely implementation of the necessary measures, and intense communication to staff, all while performing current operations to the highest standards.

REA will work with the Commission's central services and its parent DGs, in order to prepare for 2021 in the most efficient way possible. This includes seizing any opportunities that new delegations might bring for addressing the recurrent issues identified in the 2018 staff survey, notably with respect to staff motivation and career prospects.

In addition, REA together with the other executive agencies will further explore and pilot initiatives for synergies and efficiencies among them, as required by the Corporate Management Board.

Co-operation with other services

As in previous years, both for operational and administrative matters REA will share its experience or concerns with the other members of the **research/innovation family and the other executive agencies**. This leads to a better understanding of the common issues and to more efficient solutions, be they common business processes, internal control activities, or administrative support to operations.

REA will continue to work in strong collaboration with Commission services, including through regular reporting to its **Steering Committee**, to enable the Commission to exercise its supervisory controls and maintain its overall accountability over the operation of the agency.

Key Performance Indicators

The following five KPIs were chosen to reflect the most important aspects of the Agency's performance. They have not changed between 2019 and 2020, except that there is no longer a target set for FP7 error rates.

Key Performance Indicator	Indicator	Target	Latest known results (31 December 2019)
KPI 1 – Full implementation of the operational budget	Percentage of execution of the 2020 operational budget (commitments and payments)	100% (at year end)	100% for the 2019 operational budget
KPI 2 – Rapid conclusion of grant agreements ('Time-To-Grant')	Time-To-Grant (TTG): Time from call deadline to grant signature (% of projects signed within 8 months – 245 days)	100% within 8 months (245 days)	99% ¹ Average of 215 days
KPI 3 – High quality of the key procedures for scientific and grant management	Share of projects that achieved most of their objectives	90%	H2020 projects: 92.88% ² FP7 projects: 95.68% ³
	Number of complaints on evaluation results upheld or partially upheld (evaluation review)	Maximum 0.50% of proposals evaluated	0.28% for 2018 calls

¹ Source: Webcorda, 01/01/2020.

² Data Source: H2020 Dashboard (03/01/2020); all or most of the objectives achieved, based on projects having data from project monitoring.

³ Source: Corda. Status at 06/01/2020.

Key Performance Indicator	Indicator	Target	Latest known results (31 December 2019)
KPI 4 – Legality/regularity of financial transactions	Residual error rate in financial transactions	<p>H2020:</p> <ul style="list-style-type: none"> Overall target : as close as possible to 2% (within the range of 2-5%) Specific target for the MSCA: below 2% 	<p>H2020:</p> <p>Representative detected error rate:</p> <ul style="list-style-type: none"> R&I family (REA included)⁴: 2.78% (3.30% incl. draft audit reports) <p>Detected local error rate:</p> <ul style="list-style-type: none"> REA MSCA: 1.46% <p>Cumulative residual error rate:</p> <ul style="list-style-type: none"> R&I family: 2.15% (2.31% incl. draft audit reports) REA: 2.30%(2.52% incl. draft audit reports) <p>Residual local error rate</p> <ul style="list-style-type: none"> REA MSCA: 1.29%
KPI 5 – Providing efficient support services to the Research DGs and other client services	Participant validation (for all direct management operations at the EC)	95% of validations performed within 90 days from "raise priority" date ⁵	98.3%
	Expert contracting	100% of expert contracts signed by REA in less than 10 calendar days ⁶	98.5%
	Expert payment	100% of experts paid within 30 days	99.9%

⁴ The current figure is based on the 298 representative results out of the 467 expected in the three CRS and take into account the results of draft audit reports.

⁵ "Raise priority" is a signal in PDM reflecting a validation request and triggering a request for supporting documents to the participant.

⁶ The indicator is measured from the moment the contract signature process is launched in COMPASS until the signature of the contract by both parties.

PART 2. MISSION STATEMENT

REA, mandated by the European Commission to support the EU Research and Innovation policy, funds high-quality research and innovation projects that generate knowledge for the benefit of society.

To pursue this mission, it will undertake the following **activities**:

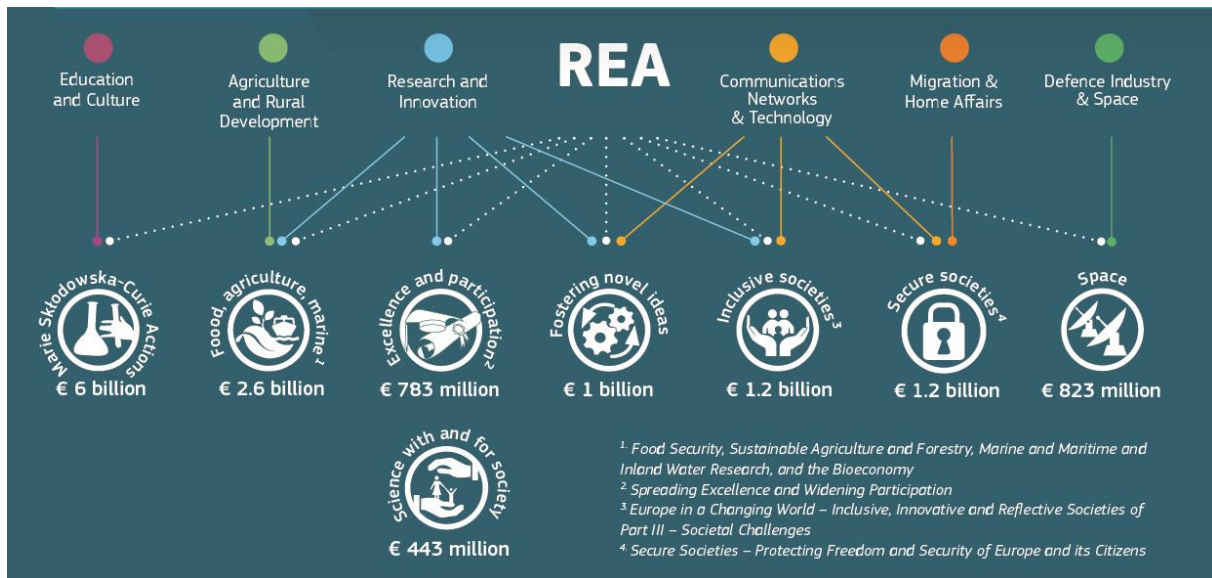
- Preparing and publishing calls for proposals, evaluating proposals, prepare grant agreements for retained proposals and managing the stages in the lifetime of projects in the frame of the Horizon 2020 Specific Programme (2014-2020). It shall be responsible for monitoring the projects, making the necessary checks, and for performing budget implementation tasks covering revenue and expenditure;
- Managing the stages in the lifetime of projects in the frame of the Seventh Framework Programme (2007-2013). It shall be responsible for monitoring the projects, making the necessary checks, and for performing budget implementation tasks covering revenue and expenditure;
- Providing administrative and logistical support services
 - to EU bodies implementing Horizon 2020 and selected other programmes. These services include:
 - Planning for calls for proposals and contests;
 - Support for publication of calls and contests for prizes;
 - General logistical support for the evaluations including the management of the evaluation facility;
 - Contracting and payment of independent expert evaluators;
 - within the SEDIA framework, to participants to grants and procurement activities for all Union programmes and for the benefit of EU bodies implementing these programmes. These services include:
 - Validation of legal entities;
 - Preparation of legal entities' financial capacity assessment;
 - Supervising the Research Enquiry Service which answers questions from participants and the broader public on EU research and innovation funding and on legal validation and financial capacity assessment of participants in all EU programmes.

In the last year of the current MFF, REA contributes to the Commission's objectives in the area of research and innovation for 2020, as expressed in the legal basis of the framework programme and the Horizon 2020 Work Programme 2018-2020.

The REA Delegation Act⁷ sets out in detail the role of the Agency in the management of Horizon 2020 for the parts it is in charge of. REA carries out these tasks in close cooperation with the Steering Committee and the parent DGs:

- DG Research and Innovation (RTD),
- DG Education, Youth, Sport and Culture (EAC),
- DG Communications Networks, Content and Technology (CNECT),
- DG Defence Industry and Space (DEFIS)
- DG Agriculture and Rural Development (AGRI),
- DG Migration and Home Affairs (HOME).

Figure 1: REA and its parent DGs



⁷ Commission Decision C(2013) 9418 of 20 December 2013.

As regards programme and project implementation tasks supporting the **funding for research and innovation** actions, REA is responsible for the management of the project life cycle:

- on the basis of the Horizon 2020 work programme, the agency autonomously manages the calls for proposals, the evaluation of the proposals and the launch and conclusion of grant award procedures,
- REA monitors the resulting projects, for Horizon 2020 and FP7, according to the applicable financial and administrative rules, making the necessary checks before paying out the grant.

In addition, the Agency assists the Commission in the management of the programmes:

- by providing a focussed policy feedback whereby key project results are signalled to the Commission services to support their policy development activities,
- by collecting information and data about the implementation and the results of the projects,
 - by promoting the ex-post publicity and dissemination of results by the projects in accordance with the strategy for dissemination and exploitation of research results,
 - by making recommendations on the future development of the programme, in particular with respect to call implementation and grant management issues,
 - by playing an important role in informing on funding opportunities and project results.

It should be highlighted that REA contributes to the implementation of the Enhanced European Innovation Council pilot, run under the responsibility of DG RTD. The REA Unit A.5 – FET Open – EIC Pathfinder – has been part of the Extended EIC Task Force (DG RTD) since 1 June 2019 with respect to calls closing after this date.

REA is also responsible for the **provision of administrative and logistical support services**. The legal validation and the preparation of the financial capacity assessments of legal entities participating in procurement and grant procedures in EC direct management (all part of SEDIA) is being progressively centralised in REA for all the Commission services.

In addition, the Agency provides other support services to the Commission services, Agencies and Joint Undertakings implementing Horizon 2020 and, to a lower extent, FP7. These services include:

- the planning of the calls for proposals and contests for prizes and support for their publication,
- the general logistical support for the evaluations,
- the validation of legal entities for independent experts evaluators and monitors,
- the contracting and payment of the independent experts involved in the evaluation of all the proposals received.

More details on tasks that the Agency performs as service provider are described in section 3.10.

PART 3. OVERVIEW OF OUTPUTS FOR THE YEAR

Part 3 of the work programme gives details about the planned outputs per activity: sections 3.1-3.9 cover the **FP7 and Horizon 2020 programme implementation**, and section 3.10 refers to the **administrative and logistical support services** provided by REA.

In 2020 REA will absorb a significant workload covering all stages of the project management life cycle for **Horizon 2020. FP7 legacy**, in particular the SME scheme, still requires specific attention. The support services will continue the roll-out of the SEDIA project and will maintain the high quality services provided to clients of the R&I family now at Commission level.

Some **challenges** affecting most of REA's activities should be underlined.

The activities of the year will take into account and reflect the needs which are related to the preparations to **Brexit**, including technical-administrative-budgetary measures. These actions are being coordinated by the Secretariat-General and DG Budget with a view to ensuring coherence in the design and timing of these measures.

REA will continue to provide **effective policy feedback** (PF) to its parent DGs by implementing the specific plans agreed for 2020. Their summary presentation is included in Annex 1. REA will also continue to share its experience with the members of the R&I family through the working groups of the D&E-NET (Dissemination & Exploitation Network).

Another general challenge lies in the **performance of the IT environment**, on which the efficiency of most of REA's operations is highly dependent. As highlighted in REA's annual risk assessment exercise, the transition period towards the new programmes and "eGrants" shifts IT resources. This might jeopardise the smooth running and maintenance of the current IT environment for Horizon 2020 which should still serve for another 6-7 years. A certain lack of reliability and stability of various systems has an impact on grant management, participant validation, and expert contracting and payment. REA will continue to be active in IT governance structures to raise attention to these issues and contribute to finding optimal solutions.

It should be noted that the following subsections still refer to the Juncker Commission's general objectives and the parent DG's specific objectives, as set for the period 2014-2020, given that the DGs' strategic plans should only be finalised in the first quarter of 2020.

3.1. Implementation of Horizon 2020 – Excellent Science – Marie Skłodowska-Curie Actions (MSCA) and FP7 predecessor actions (DG EAC)

The policy objectives and fields of actions of the MSCA are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2018-2020⁸. The activities and objectives of the FP7 Marie Curie Actions (MCA) are set out in the Council Decision on the People Specific Programme⁹ and in the related annual work programmes.

REA has been entrusted with the management of the full project cycle of the MSCA actions according to the Annexes I and II of the Delegation Act¹⁰. It manages the actions (except for policy support actions which are not subject to open calls for proposals) based on the Commission's policy guidance stipulated in the work programmes.

REA's contribution to achieving the Commission's objectives is summarised in the following table:

Relevant general objective: General objective 1-A: Under the overarching Commission objective of a "A New Boost for Jobs, Growth and Investment" (no.1), EU level intervention aims at competitiveness through education, innovation, youth, culture and sport.					Parent DG: EAC
Specific objective: Specific objective 1.7: Excellent science – Marie Skłodowska-Curie actions – to ensure optimum development and dynamic use of Europe's intellectual capital of researchers in order to generate new skills and innovation and, thus, to realise its full potential across all sectors and regions.					Related to spending programmes H2020 and FP7
Main outputs in 2020:					
	Call ID	Call deadline	No. of outputs (calls)	Topics delegated to REA	Indicative budget 2020 from the H2020 WP 2018-20 (CA, million €)
Management of Horizon 2020					
Management of the calls and contracting procedures of the WP 2018-2020¹¹ – Marie Skłodowska-Curie Actions					
Innovative Training Networks (Unit A1)	MSCA-ITN-2020	14.01.2020	1	3 (All) topics	530.13
Individual Fellowships (Units A2 and A4) ¹²	MSCA-IF-2020	09.09.2020	1	5 (All) topics	328.00

⁸ Commission Decision C(2018)4575 of 2 July 2019.

⁹ Council Decision 2006/973/EC of 19 December 2006, OJ L54, 22.2.2007, p.91.

¹⁰ Commission Decision C(2013) 9418 of 20 December 2013.

¹¹ Commission Decision C(2018)4575 of 2 July 2019.

¹² Regarding Widening Fellowships (WF-02-2019 (MSCA-IF-EF)): even though this topic will be managed by the Marie Skłodowska-Curie Actions – Unit A4, it is implemented through Work Programme part 15, Spreading Excellence and Widening Participation (for details regarding this topic see section 3.7).

Research and Innovation Staff Exchange (Unit A3)	MSCA-RISE-2020	28.04.2020	1	1 (All topics)	80.00
Cofunding of regional, national and international programmes (Unit A4)	MSCA-COFUND-2020	29.09.2020	1	2 (All topics)	100.00
European Researchers' Night (Unit A4)	MSCA-NIGHT-2020	09.01.2020	1	1 (All topics)	8.00
Special Needs Allowance (all MSCA units A1-A4)	IBA-MSCA-SNLS-2020	Tbd ¹³	1	1 (All topics)	1.00
Total			6	13 (All) topics	<u>1 047.13</u>

Following the positive outcomes of the MSCA involvement in the **Innovation Radar** initiative, the work will be continued and may be further extended in 2020 in order to identify results with a particular innovation potential.

The key actions to be performed by REA in order to contribute to the achievement of these objectives have been identified. They relate to the core stages of the project cycle and are listed below:

- For the management of Horizon 2020, estimated numbers are provided for all actions;
- For the management of the previous framework programme (FP7), all the calls being closed, only actions linked to project management are applicable and for those estimated numbers are provided.

Key actions in 2020:		
Description	Estimated number (FP7)	Estimated number (H2020)
Events to ensure successful implementation of the programme and to promote Horizon Europe funding opportunities (organised by REA)	n/a	14
Calls for proposals		6
Evaluation sessions		7 ¹⁴
Number of individual proposals evaluated		12335
Number of grants signed		2051
Procedures for selection by the Commission (where necessary)		21
Pre-financing payments	0	1881

¹³ Regarding the Special Needs Allowance, it is foreseen to have 1 call with several cut-offs, similarly to the 2019 call. The indicative timing of the deadlines/cut-offs is April and November 2020. It will be decided early 2020 together with DG EAC.

¹⁴ Based on two cut-offs for the Special Needs Allowance.

Interim payments / progress reports	0	382
Final payments / final reports	28	1352

In practice, through these actions, REA will contribute to reaching the targets set by DG EAC as regards the number of researchers, including PhD candidates, funded through the MSCA, the number of MCA/MSCA fellows in employment positions two years after the end of their fellowship, the percentage of women participating in the MSCA, the number of peer-reviewed publications resulting from MCA/MSCA funded projects and the percentage of non-academic sector institutions and SMEs as host organisations in actions supported by MSCA.

3.2. Implementation of Horizon 2020 – Excellent Science – FET Open

The policy objectives and fields of actions of FET Open are stipulated in the Horizon 2020 Specific Programme. REA supports DG RTD within the European Innovation Council (EIC) Task Force to implement FET Open activities under the Horizon 2020 Work Programme for 2018-20¹⁵, with the objective of "boosting Europe's performance in breakthrough, market-creating innovation by introducing blended finance".

Following the Commission decision¹⁶ amending the delegation act¹⁷ of REA to address the changes in the mandate of the Agency for the implementation of tasks related to the Enhanced European Innovation Council (EIC) Pilot, the Directorate-General for Research and Innovation and REA have agreed and signed a memorandum of understanding¹⁸. In this context, all EIC Pilot calls that close after 1st June 2019 will now be managed under the responsibility of the EIC Task Force in DG RTD.

The supporting actions performed by REA in order to contribute to the achievement of these objectives have been identified. They relate to the core stages of the project cycle and are listed below:

Relevant general objective:					
"A New Boost for Jobs, Growth and Investment" (no.1)					
Specific objective:					Related to spending programme H2020
Specific Objective 2.2: Europe's research finds investment opportunities for potential technology breakthroughs and flagships, in particular through the Horizon 2020 programme and using Private Public Partnerships.					
Main outputs in 2020:					
	Call ID	Call deadline	No. of outputs (calls)	Topics implemented by REA	Indicative budget 2020 from the H2020 WP 2018-20

Management of Horizon 2020

¹⁵ Commission Decision C(2019) 4575 of 2 July 2019.

¹⁶ Commission Decision C(2019)3353 of 30 April 2019.

¹⁷ Commission Decision C(2013)9418 of 20 December 2013.

¹⁸ Commission Decision C(2019)3353 of 30 April 2019 amending the delegation Act C(2013)9418 of the REA and ARES (2019)4830947 of 24 July 2019 Memorandum of Understanding between REA and DG RTD on modalities and procedures of interaction for the implementation of the Enhanced European Innovation Council Pilot.

Management of the calls and contracting of the WP 2018-2020¹⁹ - Future and Emerging Technologies (Unit A5)					
FET-Open- Novel ideas for radically new technologies (Unit A5)	FETOPEN-2018- 2019-2020 (RIA)	18.09.2019 13.05.2020	2	Topic 1	N/A²⁰
	FETOPEN-2018- 2019-2020 (CSA)	08.10.2019 14.10.2020	2	Topic 3	
Total			4	2	

Key actions in 2020:	
Description	Estimated number (H2020)
Events to ensure successful implementation of the programme and to promote Horizon Europe funding opportunities (organised by REA)	2 ²¹ (EIC Task Force)
Calls for proposals	2 (EIC Task Force)
Evaluation sessions	2 (EIC Task Force)
Number of individual proposals evaluated	600 (EIC Task Force)
Number of grants signed	68 (EIC Task Force)
Procedures for selection by the Commission (where necessary)	N/A
Pre-financing payments	3+96 (EIC Task Force)
Interim payments / progress reports	76
Final payments / final reports	55

¹⁹ Commission Decision C(2019) 4575 of 2 July 2019.

²⁰ REA A5 implements the management activities of these calls under the responsibility of DG RTD as part of the Extended EIC Task Force.

²¹ REA A5 implements the management activities of these calls under the responsibility of DG RTD as part of the Extended EIC Task Force.

In practice, through these actions, REA will contribute to reaching the targets set as regards the number of publications in peer-reviewed high impact journals per EUR 10 million of EU funding (defined in the Horizon 2020 Specific Programme Regulation), the number of patent applications and patents awarded as a result of Horizon 2020 grants for Future and Emerging Technologies (FET).

3.3. Implementation of Horizon 2020 – Industrial leadership – Space and FP7 predecessor actions (DG DEFIS)

The policy objectives and fields of actions of this part of Horizon 2020 (LEIT Space Research actions managed by REA) are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2018-2020²². The activities and objectives of the FP7 Space Research actions are set out in the Council Decision on the FP7 Cooperation Specific Programme²³ and in the related annual work programmes for the Space theme of the FP7 Cooperation Specific Programme.

REA has been entrusted with the management of the full project cycle of the Space actions according to the Annexes I and II of the Delegation Act²⁴. It manages the actions based on the Commission's policy guidance stipulated in the work programmes.

REA's contribution to achieving the Commission's objectives is summarised in the following table:

Relevant general objective(s): "A New Boost for Jobs, Growth and Investment" (no.1)				Parent DG: DEFIS	
Specific objective: Specific objective 1.2: To support research and innovation related to enterprises				Related to spending programmes H2020 and FP7	
Main outputs in 2020:					
	Call ID	Call deadline	No. of outputs (calls)	Topics delegated to REA	Indicative budget 2020 from the H2020 WP 2018-20 (CA, million €)
Management of Horizon 2020					
Management of the calls and contracting procedures of the WP 2018-2020²⁵ – Industrial Leadership (Unit B1)					
SPACE	SPACE-2020 (RIA)	05.03.2020	Topics 10, 18, 25, 27, 29, 30		61.00
	SPACE-2020 (IA)	05.03.2020	Topics 1, 28		33.00
	SPACE-2020 (CSA)	05.03.2020	Topics 19, 21, 24, 26		9.50
Other Actions: - SST (SGA)		Q1 2020	1 action		65.70
Total			1	12 topics + 1 action	<u>169.20</u>

²² Commission Decision C(2019) 4575 of 2 July 2019.

²³ Council Decision 2006/973/EC of 19 December 2006, OJ L54, 22.2.2007, p.91.

²⁴ Commission Decision C(2013) 9418 of 20 December 2013.

²⁵ Commission Decision C(2019) 4575 of 2 July 2019.

The key actions performed by REA in order to contribute to the achievement of these objectives have been identified. They relate to the core stages of the project cycle and are listed below:

- For the management of Horizon 2020, estimated numbers are provided for all actions.
- For the management of the previous framework programme (FP7), all the calls being closed, only actions linked to project management are applicable and for those estimated numbers are provided.

Key actions in 2020:		
Description	Estimated number (FP7)	Estimated number (H2020)
Events to ensure successful implementation of the programme and to promote Horizon Europe funding opportunities (organised by REA)	n/a	6
Calls for proposals		2 ²⁶
Evaluation sessions		3
Number of individual proposals evaluated		194
Number of grants signed		37
Procedures for selection by the Commission (where necessary)		2
Pre-financing payments		25
Interim payments / progress reports		33
Final payments / final reports		5

In practice, through these actions, REA will contribute to reach the targets set for the programme as regards the number of patent applications in the different enabling and industrial technologies.

²⁶ In addition, there is one ad-hoc call (see 'Other actions' in table 'Main outputs in 2019' above).

3.4. Implementation of Horizon 2020 – Societal Challenge 2 – Food security, sustainable agriculture and forestry, marine, maritime and inland water research and the bioeconomy (DG RTD and DG AGRI)

The policy objectives and fields of actions are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2018-2020²⁷.

REA has been entrusted with the management of the full project cycle of the Societal Challenge 2 (SC2) actions according to the Annex I of the Delegation Act²⁸. It manages the actions (except for some policy support actions which are not subject to open calls for proposals or other actions delegated to other managing bodies) based on the Commission's policy guidance stipulated in the work programmes.

REA's contribution to achieving the Commission's objectives is summarised in the following table:

<p>Relevant general objectives:</p> <ul style="list-style-type: none"> • DG RTD aims to contribute to the general objective "A New Boost for Jobs, Growth and Investment" (no.1). • DG AGRI aims to contribute in particular to the following 3 general objectives: <ul style="list-style-type: none"> ○ "A New Boost for Jobs, Growth and Investment" (no.1), ○ "A Connected Digital Single Market" (no.2), ○ "A Resilient Energy Union with a Forward-Looking Climate Change Policy" (no.3) <p><u>H2020 Societal Challenge 2</u> contributes to all 3 Common Agricultural Policy (CAP) objectives that all contribute to the general objectives selected by DG AGRI; as well as to H2020 general objective "To build an economy based on knowledge and innovation across the whole Union, while contributing to sustainable development."</p>	<p>Parent DG: RTD Parent DG: AGRI</p>
<p>Specific objectives:</p> <ul style="list-style-type: none"> • Parent DG RTD: Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other R&I programmes and maximise synergies. • Parent DG AGRI: Specific objective: To ensure an effective and efficient implementation of Horizon 2020, in particular with regard to Societal Challenge 2, which aims at securing sufficient supplies of safe and high quality food and other bio-based products, by developing productive and resource-efficient primary production systems, fostering related ecosystem services and the recovery of biological diversity, alongside competitive and low carbon supply, processing and marketing chains. 	<p>Related to spending programme H2020</p>
<p>Main outputs in 2020</p>	

²⁷ Commission Decision C(2019) 7814 of 30 October 2019.

²⁸ Commission Decision C(2013) 9418 of 20 December 2013.

	Call ID	Call deadline	No. of outputs (calls)	Topics delegated to REA	Indicative budget 2020 from the H2020 WP 2018-20 (CA, million €)
Management of Horizon 2020					
Management of the calls and contracting procedures of the WP 2018-2020²⁹ – Societal Challenge 2					
Sustainable Food Security	SFS-2020	See below	1	14 topics	173.00
(Unit B2)	SFS-2020 (RIA)	Stage 1: 22.01.2020 Stage 2: 08.09.2020	Topics 1, 2, 5, 10, 13, 21, 22, 30, 35, 36, 40		133.00
	SFS-2020 (IA)	22.01.2020	Topics 4, 28		34.00
	SFS-2020 (CSA)	22.01.2020	Topic 6		6.00
Blue Growth	BG-2020	See below	1	3 topics	52.00
(Unit B2)	BG-2020 (RIA)	Stage 1: 22.01.2020 Stage 2: 08.09.2020	Topic 10, 11		34.00
	BG-2020 (IA-LS)	22.01.2020	Topic 7		18.00
Rural Renaissance	RUR-2020	See below	1	7 topics	88.00
(Unit B2)	RUR-2020 (RIA)	Stage 1: 22.01.2020 Stage 2: 08.09.2020	Topics 8 ³⁰ , 11, 21		20.00
	RUR-2020 (IA)	22.01.2020	Topics 6, 7, 8		49.00
	RUR-2020 (CSA)	22.01.2020	Topics 5, 15		19.00
Food and Natural Resources	FNR-2020	See below	1	18 topics	208.70
(Unit B2)	FNR-2020	Stage 1:	Topics 5,11,12,13,16		102.00

²⁹ Commission Decision C(2019) 7814 of 30 October 2019.

³⁰ Topic 8 is divided into a RIA and an IA.

	(RIA)	22.01.2020		
		Stage 2: 08.09.2020		
	FNR-2020 (IA)	22.01.2020	Topics 6, 7, 9, 14	80.20
	FNR-2020 (CSA)	22.01.2020	Topics 1, 2, 3, 4, 6, 8, 10, 15, 18	26.50
Total			4	42 topics (47 sub-topics)
				<u>521.70</u>

Following the publication of the WP 2020 update, the budget of SC2 has been increased significantly by approximately **EUR 130 million for 2020**, representing more than 30% of the initial budget. Furthermore, it will comprise four calls instead of the three planned initially. REA B.2 will also implement a pilot on **lump sums** for the topic BG-07-2020 "The Future of Seas and Oceans Flagship Initiative" (single stage, total topic budget of EUR 18 million, expected budget of EUR 9 million per funded project).

The key actions performed by REA in order to contribute to the achievement of these objectives have been identified. They relate to the core stages of the project cycle and are listed below:

Key actions in 2020:	
Description	Estimated number (H2020)
Events to ensure successful implementation of the programme and to promote Horizon Europe funding opportunities (organised by REA)	5
Calls for proposals	4
Evaluation sessions	12
Number of individual proposals evaluated	626
Number of grants signed	72
Procedures for selection by the Commission (where necessary)	12
Pre-financing payments	79
Interim payments / progress reports	112
Final payments / final reports	41

In practice, through these actions, REA will contribute to reach the targets set by DG RTD and DG AGRI as regards the number of publications in peer-reviewed high impact journals and the number of patent applications in the area of Societal Challenge 2.

3.5. Implementation of Horizon 2020 – Societal Challenge 6 – Inclusive, Innovative and Reflective Societies (DG RTD and DG CNECT)

The policy objectives and fields of actions are stipulated in the H2020 Specific Programme and in the Work Programme 2018-2020³¹.

REA has been entrusted with the management of the full project cycle of the Societal Challenge 6 (SC6) actions according to the Annex I of the Delegation Act³². It manages the actions (except for policy support actions or other actions delegated to other managing bodies) based on the Commission's policy guidance stipulated in the work programmes.

REA's contribution to achieving the Commission's objectives is summarised in the following table:

Relevant general objectives:					Parent DG: RTD
<ul style="list-style-type: none"> DG RTD and DG CNECT both aim to contribute to the general objective "A New Boost for Jobs, Growth and Investment" (no.1).³³ 					Parent DG: CNECT
Specific objectives:					Related to spending programme H2020
<ul style="list-style-type: none"> Parent DG RTD: Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other R&I programmes and maximise synergies. Parent DG CNECT: Specific Objective 2.2: Europe's research finds investment opportunities for potential technology breakthroughs and flagships, in particular through the Horizon 2020 programme and using Private Public Partnerships. 					
Main outputs in 2020:					
	Call ID	Call deadline	No. of outputs (calls)	Topics delegated to REA	Indicative budget 2020 from the H2020 WP 2018-2020 (CA, million €)
Management of H2020					
Management of the calls and contracting procedures of the WP 2018-2020³⁴ – Societal Challenge 6					
Migration (Unit B3)	MIGRATION 2020	12.03.2020	1	4 topics	29.00

³¹ Commission Decision C(2019) 4575 of 2 July 2019.

³² Commission Decision C(2013) 9418 of 20 December 2013.

³³ Through its migration related SC6-projects, REA also indirectly contributes to achieving the Commission general objective no.8: "Towards a new Policy on Migration".

³⁴ Commission Decision C(2017) 7124 of 27 October 2017.

	MIGRATION-2020 (RIA)	12.03.2020	Topics 4b, 9		15.00
	MIGRATION-2020 (IA)	12.03.2020	Topics 4a (lump sum), 5		12.00
	MIGRATION-2020 (CSA)	12.03.2020	Topic 10		2.00
Transformations (Unit B3)	TRANSFORMATIONS 2020	12.03.2020	1	8 topics	76.50
	TRANSFORMATIONS-2020 (RIA)	12.03.2020	Topics 2, 10, 12, 18, 22a		49.50
	TRANSFORMATIONS-2020 (IA)	12.03.2020	Topic 4,		8.00
	TRANSFORMATIONS-2020 (CSA)	12.03.2020	Topics 19, 22b		9.00
	TRANSFORMATIONS-2020 ERA-Net COFUND	12.03.2020	Topic 15		10.00
Governance (Unit B3)	GOVERNANCE 2020	12.03.2020	1	8 topics	66.00
	GOVERNANCE-2020 (RIA)	12.03.2020	Topics 5, 7, 9, 21		47.00
	GOVERNANCE-2020 (IA)	12.03.2020	Topic 12		10.00
	GOVERNANCE-2020 (CSA)	12.03.2020	Topics 20, 22, 23		9.00
Other Actions (Unit B3)	Other Actions	12.03.2020	1	3 topics	3.00
	Centres/Networks of European R&I		Other Actions 24, 25, 26		3.00
Total			4	23 topics	<u>174.50</u>

In addition to a budget increase of nearly EUR 25 million, REA B.3 will for the first time in 2020 manage an ERA-Net Cofund action as well as three other actions targeted at identified beneficiaries. In addition, the management of six Coordination and Support Actions (CSAs) (out of a total of nine) has also been delegated to REA B.3.

The Agency will also implement a pilot with lump sums in topic 4a of the MIGRATION call.

The key actions performed by REA in order to contribute to the achievement of these objectives have been identified. They relate to the core stages of the project cycle and are listed below:

Key actions in 2020:	
Description	Estimated number (H2020)
Events to ensure successful implementation of the programme and to promote Horizon Europe funding opportunities (organised by REA)	2
Calls for proposals	4
Evaluation sessions	1
Number of individual proposals evaluated	750
Number of grants signed	47
Procedures for selection by the Commission (where necessary)	12
Pre-financing payments	47
Interim payments / progress reports	47
Final payments / final reports	21

In practice, through these actions, REA will contribute to reach the targets set by DG RTD as regards the number of publications in peer-reviewed high impact journals in the area of inclusive, innovative and reflective societies, as well as the targets set by DG CNECT as regards the number of prototypes and testing activities and the number of joint public-private publications in the area.

3.6. Implementation of Horizon 2020 – Societal Challenge 7 – Safeguarding Secure Society and FP7 predecessor actions (DG HOME and DG CNECT)

The policy objectives and fields of actions of Societal Challenge 7 (SC7) are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2018-2020.

The activities and objectives of the FP7 Security actions are set out in the Council Decision on the FP7 Cooperation Specific Programme³⁵ and in the related annual work programmes for the Security theme of the FP7 Cooperation Specific Programme.

REA has been entrusted with the management of the full project cycle of these actions according to the Annexes I and II of the Delegation Act³⁶. It manages the actions (except for policy support actions which are not subject to open calls for proposals or other actions delegated to other managing bodies) based on the Commission's policy guidance stipulated in the work programmes.

REA's contribution to achieving the Commission's objectives is summarised in the following table:

<p>Relevant general objectives:</p> <ul style="list-style-type: none"> • DG HOME aims to contribute to the general objective "An Area of Justice and Fundamental Rights based on Mutual Trust" (no.7). • DG CNECT aims to contribute to the general objective "A New Boost for Jobs, Growth and Investment" (no.1). 	<p>Parent DG: HOME</p> <p>Parent DG: CNECT</p>
<p>Specific objectives:</p> <ul style="list-style-type: none"> • Parent DG HOME : Specific objectives under general objective 7: <ul style="list-style-type: none"> ○ A strong EU response to tackling terrorism and preventing radicalisation; ○ Increasing Europe's resilience to crises and disasters ○ Protecting and improving the resilience of critical infrastructures, supply chains and transport modes ○ Disrupt serious and organised cross border crime ○ Fighting cybercrime • Parent DG CNECT: Specific Objective 2.2: Europe's research finds investment opportunities for potential technology breakthroughs and flagships, in particular through the Horizon 2020 programme and using Private Public Partnerships. 	<p>Related to spending programmes H2020 and FP7</p>

³⁵ Council Decision 2006/973/EC of 19 December 2006 (OJ L54, 22.2.2007, p.91).

³⁶ Commission Decision C(2013) 9418 of 20 December 2013.

Main outputs in 2020:					
	Call ID	Call deadline	No. of outputs (calls)	Topics delegated to REA	Indicative budget 2020 from the H2020 WP 2018-20 (CA, million €)
Management of Horizon 2020					
Management of the calls and contracting procedures of the WP 2018-2020 – Societal Challenge 7					
Protecting the infrastructure of Europe and the people in the European smart cities (Unit B4)	SU-INFRA-2020 (IA)	27.08.2020	1	1 topics	15.00
	SU-INFRA-2020 (IA)	27.08.2020	Topic 1		15.00
Artificial Intelligence and security: providing a balanced assessment of opportunities and challenges for Law Enforcement in Europe (Unit B4)	SU-AI-2020	27.08.2020	1	All 3 topics	20.00
	SU-AI-2020 (CSA)	27.08.2020	Topics 1, 3		3.00
	SU-AI-2020 (IA)	27.08.2020	Topic 2		17.00
Security³⁷ (Unit B4)	SU-SEC-2020	27.08.2020	1	All 13 topics	161.20
	SU-BES-2020 (RIA)	27.08.2020	Topics 1, 2		26.00
	SU-BES-2020 (IA)		Topic 3		10.00
	SU-DRS- 2020 (RIA)		Topics 1, 2, 4		33.00
	SU-DRS-2020 (IA)		Topic 3		6.00
	SU-FCT-2020 (RIA)		Topics 1, 2		37.20
	SU-FCT-2020 (IA)		Topic 3, 4		18.00
	SU-GM-2020 (CSA)		Topic 1		7.00
	SU-GM-2020 (PCP)		Topic 2		24.00
Digital Security (Unit B4)	SU-DS-2020		27.08.2020	1	4 topics
	SU-DS-2020 (IA)	27.08.2020	Topics 2 ³⁸ , 3, 4		48.80

³⁷ The Commission reserves the possibility under this call to exclude a specific project from the delegation to the REA if it appears that that project would necessarily have a close link to the development of EU policies in the field of security (SC7 Work Programme).

³⁸ The topic SU-DS02-2020 is split in two, one RIA action and one IA action.

	SU-DS-2020 (RIA)		Topic 2		20.00
Total			4	21 topics	<u>265.00</u>
Management of FP7					
Management of FP7 grant agreements (Cooperation Programme, Security theme) (Unit B4)		All FP7 calls closed	n/a		n/a

Since the extension of REA's mandate to manage projects generating EU classified information (EUCI) for Societal Challenge 7 in 2018, the amount of EUCI projects has been growing, both at the level of EU RESTRICTED as well as EU CONFIDENTIAL. Formal and practical procedures have been put in place and staff are trained³⁹.

The key actions performed by REA in order to contribute to the achievement of these objectives have been identified. They relate to the core stages of the project cycle and are listed below:

- For the management of Horizon 2020, estimated numbers are provided for all actions;
- For the management of the previous framework programme (FP7), all the calls being closed, only actions linked to project management are applicable and for those estimated numbers are provided.

Key actions in 2020:		
Description	Estimated number (FP7)	Estimated number (H2020)
Events to ensure successful implementation of the programme and to promote Horizon Europe funding opportunities (organised by REA)	n/a	1
Calls for proposals		4
Evaluation sessions		1
Number of individual proposals evaluated		420
Number of grants signed		40
Procedures for selection by the Commission (where necessary)		4
Pre-financing payments		40
Interim payments / progress reports	0	37
Final payments / final reports	2	32

In practice, through these actions, REA will contribute to reach the targets set by DG CNECT as regards the number of prototypes and testing activities and the number of joint public-private publications in the area, as well as the targets set by DG HOME as regards the number of patent applications in the area of the Societal Challenge (secure societies) and the share of projects with activities on the road to innovation measured by the Technology Readiness Level (TRL) indicator.

³⁹ For more details on the handling of classified information, see section 4.1.3 on Information Management.

3.7. Implementation of Horizon 2020 – Spreading Excellence and Widening Participation (SEWP) (DG RTD)

The policy objectives and fields of actions of this Horizon 2020 specific objective (SEWP actions managed by REA) are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2018-2020⁴⁰.

REA has been entrusted with the management of the full project cycle of the SEWP programme according to the Annex I of the Delegation Act⁴¹. It manages the actions (except for policy support actions which are not subject to open calls for proposals) based on the Commission's policy guidance stipulated in the work programmes.

REA's contribution to achieving the Commission's objectives is summarised in the following table:

Relevant general objective:					Parent DG: RTD
"A New Boost for Jobs, Growth and Investment" (no.1)					
Specific objective:					Related to spending programme H2020
Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other R&I programmes and maximise synergies.					
Main outputs in 2020:					
	Call ID	Call deadline	No. of outputs (calls)	Topics delegated to REA	Indicative budget 2020 from the WP 2018-20 (CA, million €)
Management of Horizon 2020					
Management of the calls and contracting procedures of the WP 2018-2020⁴² – Spreading Excellence and Widening Participation (SEWP)					
Twinning (Unit B5)	WIDESPREAD-05-2020 (CSA)	14.11.2019	1	n/a	69.00
ERA Chairs (Unit B5)	WIDESPREAD-06-2020 (CSA)	14.11.2019	1	n/a	50.00
Widening Fellowships (Unit A4)	WF-03-2020 (MSCA-IF-EF)	09.09.2020	1	n/a	7.00
Total			3	n/a	<u>126.00</u>

⁴⁰ Commission Decision C(2019) 4575 of 2 July 2019.

⁴¹ Commission Decision C(2013) 9418 of 20 December 2013.

⁴² Commission Decision C(2019) 4575 of 2 July 2019.

Widening Fellowships (WF): The Widening Fellowships will be implemented through Work Programme part 15, Spreading Excellence and Widening Participation, with the aim to provide specific support to researchers to undertake their fellowship in a widening country.

The action will, however, be implemented by the Marie Skłodowska-Curie Actions (MSCA) - Unit A4: the evaluation, GA signature as well as the implementation will be managed under the MSCA-IF call. As explained in section 3.1 (Implementation of Horizon 2020 – Excellent Science –MSCA) this way of operating will require specific efforts in terms of coordination and monitoring of the topic.

The key actions performed by REA in order to contribute to the achievement of these objectives have been identified. They relate to the core stages of the project cycle and are listed below:

Key actions in 2020:	
Description	Estimated number (H2020)
Events to ensure successful implementation of the programme and to promote Horizon Europe funding opportunities (organised by REA)	0
Calls for proposals	3 ⁴³
Evaluation sessions	2 ⁴⁴
Number of individual proposals evaluated	570 ⁴⁵
Number of grants signed	137 ⁴⁶
Procedures for selection by the Commission (where necessary)	10 ⁴⁷
Pre-financing payments	123 ⁴⁸
Interim payments / progress reports	53 ⁴⁹
Final payments / final reports	14 ⁵⁰

In practice, through these actions, REA will contribute to reach the targets set by DG RTD for publications in high-impact journals in the given research field.

⁴³ 2 for SEWP plus 1 for Widening Fellowships (WF).

⁴⁴ 2 for SEWP. WF does not have a separate evaluation session, it is part of the MSCA-IF evaluation session (see section 3.1).

⁴⁵ Estimation of 570 proposals for SEWP (450 for Twinning and 120 for ERA Chairs). It is impossible to give an estimation for WF because there is no stand-alone evaluation for this call. Once the IF evaluation is complete and the lists established, WF uses the Reserve list of the IF call to choose beneficiaries from widening countries.

⁴⁶ Estimation of 97 Grants for SEWP (77 for Twinning and 20 for ERA Chairs), and 40 for WF.

⁴⁷ Estimation of 9 batches for SEWP (6 for Twinning and 3 for ERA Chairs), and 1 for WF.

⁴⁸ Estimation of 84 pre-financing for SEWP (69 for Twinning and 15 for ERA Chairs), 39 for WF.

⁴⁹ 53 intermediate payments for SEWP (11 for Teaming 2, 29 for Twinning and 13 ERA Chairs), 0 for WF.

⁵⁰ 12 final payments for SEWP (1 for Twinning and 12 for ERA Chairs), 2 for WF.

3.8. Implementation of Horizon 2020 – Science with and for Society (SwafS) (DG RTD)

The policy objectives and fields of actions of this Horizon 2020 specific objective (SwafS actions managed by REA) are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2018-2020⁵¹.

REA has been entrusted with the management of the full project cycle of the SwafS actions according to the Annex I of the Delegation Act⁵². It manages the actions (except for policy support actions which are not subject to open calls for proposals) based on the Commission's policy guidance stipulated in the work programmes.

REA's contribution to achieving the Commission's objectives is summarised in the following table:

Relevant general objective: "A New Boost for Jobs, Growth and Investment" (no.1)			Parent DG: RTD		
Specific objective: Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other R&I programmes and maximise synergies.			Related to spending programme H2020		
Main outputs in 2020:					
	Call ID	Call deadline	No. of outputs (calls)	Topics delegated to REA	Indicative budget 2020 from the H2020 WP 2018-20 (CA, million €)
Management of Horizon 2020					
Management of the calls and contracting procedures of the WP 2018-2020⁵³ – Science with and for Society (SwafS) (Unit B5)					
1. Accelerating and catalysing processes of institutional change					16.70
	SwafS-2020-2	Stage 1: 15.04.2020 Stage 2: 17.11.2020	Topics 1 (CSA) and 24 (RIA)		7.50
	SwafS-2020-1 (CSA)	15.04.2020	Topics 8 and 23		9.20
2. Stepping up the support to Gender Equality in Research & Innovation policy					13.50
	SwafS-2020-1 (CSA)	15.04.2020	Topics 9 and 26		10.50
	SwafS-2020-1 (RIA)	15.04.2020	Topic 25		3.00

⁵¹ Commission Decision C(2019) 4575 of 2 July 2019.

⁵² Commission Decision C(2013) 9418 of 20 December 2013.

⁵³ Commission Decision C(2017) 7124 of 27 October 2017.

3. Building the territorial dimension of SwafS partnerships				6.00
	SwafS-2020-1 (CSA)	15.04.2020	Topic 14	6.00
4. Exploring and supporting citizen science				17.50
	SwafS-2020-1 (RIA)	15.04.2020	Topic 27	8.00
	SwafS-2020-1 (CSA)	15.04.2020	Topics 28, 29 and 30	9.50
5. Building the knowledge base for SwafS				9.50
	SwafS-2020-1 (RIA)	15.04.2020	Topics 19 and 31	9.50
Total			2	14 topics
				63.20

The key actions performed by REA in order to contribute to the achievement of this objective have been identified. They relate to the core stages of the project cycle and are listed below:

Key actions in 2020	
Description	Estimated number (H2020)
Events to ensure successful implementation of the programme and to promote Horizon Europe funding opportunities (organised by REA)	2
Calls for proposals	2 ⁵⁴
Evaluation sessions	2
Number of individual proposals evaluated	475 ⁵⁵
Number of grants signed	42
Procedures for selection by the Commission (where necessary)	5
Pre-financing payments	20
Interim payments / progress reports	51
Final payments / final reports	17

In practice, through these actions, REA will contribute to reach the targets set by DG RTD as regards the number of institutional change actions promoted by the programme.

⁵⁴ One single-stage call and one two-stage call.

⁵⁵ Estimation of 290 proposals for the single stage call and 185 proposals for the two-stage call.

3.9. Implementation of FP7 SME actions

The activities and objectives of the FP7 Research for the benefit of SME actions are set out in the Council Decision on the Capacities Specific Programme⁵⁶ and in the related annual work programmes.

REA has been entrusted with the management of the legacy of the FP7 Research for the benefit of SME actions according to the Annex II of the Delegation Act⁵⁷.

In order to manage the FP7 SME legacy projects in the most cost-effective way, a centralised taskforce was set up in 2019, which will continue working on a timely and consistent closure of the files.

Relevant general objective:			Parent DG: RTD	
<ul style="list-style-type: none"> "A New Boost for Jobs, Growth and Investment" (no.1) 				
Specific objective:			Related to spending programme FP7	
<ul style="list-style-type: none"> Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other R&I programmes and maximise synergies. 				
Main outputs in 2018:				
Management of FP7				
	Call ID	Call deadline	No. of outputs (calls)	Topics delegated to REA
Management of FP7 grant agreements (FP7 research for the benefit of SMEs Actions) (Units A5, B2, B3)			All FP7 calls closed	n/a

The key actions performed by REA in order to contribute to the achievement of this objective, have been identified. They relate to the remaining stages of the FP7 project cycle and are listed below:

Key actions in 2020:	
Description	Estimated number (FP7)
Interim payments / progress reports	0
Final payments / final reports	26

Beyond the key actions as listed above, as per the nature of the FP7 SME actions, there is a high number of bankruptcy cases that lead to complex follow-up actions, in particular a high number of waivers of open recovery orders (99 cases, including cases at the level of DG BUDG that cannot be dealt with for the time being).

In practice, through these actions, REA will contribute to reach the targets set by DG RTD as regards the support provided to SMEs in outsourcing research and technological development, such as the number of SMEs/SME Associations investing in R&I through the FP7 SME specific measures and the total budget spent by SMEs on outsourcing research, innovation and demonstration activities to R&I performers in FP7 SME specific measures.

⁵⁶ Council Decision 2006/973/EC of 19 December 2006, OJ L54, 22.2.2007, p.101.

⁵⁷ Commission Decision C(2013) 9418 of 20 December 2013.

3.10. Administrative and logistical support services

REA provides administrative and logistical support services according to the Annex III of the Delegation Act and under the provisions of the Rules for the Validation Support Services⁵⁸. Since its autonomy in 2009, REA has seen its mandate extended several times, the last revision entering into force on 1 January 2018 with the inclusion of the Single Electronic Data Interchange Area (SEDIA) implementation.

3.10.1. Participant validation services

The **Single Electronic Data Interchange Area (SEDIA)** aims at handling the submission, storage and processing of participants' data provided in the scope of grant and procurement award procedures. In the context of SEDIA, the Research Executive Agency has been entrusted with the **validation of the legal data and status** and the preparation of the **financial capacity assessment** of participants in procedures implemented by the Commission services, Executive Agencies and other bodies under direct management. Since the SEDIA kick-off in January 2018 REA welcomed an important number of new clients, reaching 93% of the planned coverage in terms of validation services.

Alongside the legal validation of participants, REA is also responsible for the validation of the Legal Entity's Appointed Representative (LEAR). The LEAR is entrusted with (i) the management of the legal and financial information of the participant in the Participant Register, (ii) the management of the access rights to the same register and (iii) the appointment of the representatives of the entity to electronically sign grant and procurement documents.

The REA service portfolio includes the **validation and the registration of the bank accounts** for the entities entering into contractual relationship with the EC for grant or procurement procedures.

The preparation of the **financial capacity assessment** carried out by REA provides the necessary data for the calculation of the financial indicators used by the client services. The latter supports the decision making process with respect to the financial capacity selection criteria.

REA carries out a **SME status verification** on a sample of entities that declared to be SME via the self-assessment tool embedded in the Participant Register. The check concerns only participants in EC actions for which the SME status is an eligibility criterion. The SME status verification is carried out based on supporting documents provided by the selected participants and takes place during the grant preparation process.

The Agency operates the **Research Enquiry Service** addressing questions raised by the public on Horizon 2020 and other research matters, as well as on participants' validation, and feeding the Frequently Asked Questions (FAQ) database.

During 2020 REA will target the full '**on-boarding**' of all SEDIA clients in the use of corporate validation services. The process will be assisted by a dedicated communication campaign that started in the second half of 2019. Alongside the communication efforts, REA will continue to support its client services by providing regular training sessions and assistance during the integration of the grant programmes and procurement management in the corporate IT tools (e-Grants and e-Procurement).

⁵⁸ Rules for the validation support services provided by the Research Executive Agency for EU grant and procurement procedures based on e-Grant and e-Procurement Corporate Information Systems in the context of the Single Electronic Data Interchange Area (SEDIA).

The continuation of the rolling-out of SEDIA in 2020 will be dependent on several factors:

- Further development of the e-Procurement platform to cover all types of procurement procedures;
- Final decision about corporate validation rules to apply on low value procurement;
- Further 'on-boarding' of clients in the e-Grants platform;

Besides the implementation of SEDIA, REA will continue to cooperate with DG BUDG in order to monitor the ongoing harmonisation process and ensure the **consistent application of the validation rules and practices**. REA will continue contributing to the deployment of the SUMMA Programme, which will gradually replace the current Accrual Based Accounting System (ABAC) of the European Commission.

Moreover, REA will contribute to the **development of the corporate IT tools** that will support the process for handling participant information for procurements and grants in a fully automated and integrated way.

The main challenge in 2020 will be the implementation of the **multilanguage support** for participants' validation, as part of the transition to a multilingual mode for the eGrants/eProcurement/SEDIA suite of applications and services. The approach consists of providing a full multilingual coverage for all static generic components (i.e. the webpages in the Funding and Tender Portal) as well as for standard communications with the participants. The approach foresees that REA handles any further exchanges regarding the participants' registration and validation in the language of the participant, if the latter chooses not to complete the process in English. During 2020, REA must focus on defining the best means to ensure the full EU languages' coverage.

The **other challenges** in the context of the corporate validation services that REA will face in 2020 include:

- The completion of the ongoing cost-benefit analysis for the REA validation services, as part of the Agency's global CBA. One point of attention will be the analysis for the possible extension of the current mandate, i.e. by including as clients the European Parliament, the European Council, the Regulatory Agencies, etc.
- The introduction of simplification measures to support the participation of non-EU entities;
- The improvement and finalisation of the IT developments with regards to the use of corporate tools as well as the improvement of the user experience in the Participant Register;
- Continued adjustment of the validation business processes to fit the EU data protection regulation requirements, such as systematic elimination of data turned obsolete and possible need for update of the rules for required documents.

The workload for 2020, based on the available information, can be estimated as follows:

Relevant general objective: "A New Boost for Jobs, Growth and Investment" (no.1)		Parent DG: RTD
Specific objective: Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other R&I programmes and maximise synergies.		Related to spending programmes H2020, FP7 and other direct management programmes
Main outputs in 2020:		
Description	Estimated Number	Estimated budget
Provision of administrative and logistical support services		
Tasks related to participant validation – legal validation		
Number of participants validated (for H2020 and other programmes)	10,000	n/a
Number of LEAR mandates validated	10,000	n/a
Number of UTRO validations and ICM/Ex-post modifications	550	n/a
Participant Register database maintenance*	35,000	n/a
Number of validated and registered bank accounts	7,000	n/a
Tasks related to participant validation – SME validation		
Number of performed SME validations	70	n/a
Tasks related to participant validation – financial capacity assessment		
Number of performed financial capacity assessments	6,000	n/a
Tasks related to the Research Enquiry Service (RES) back-office		
Number of answers given (directly by the RES team, the service provider (EDCC) and the local helpdesks)	10,000	n/a
Frequently Asked Questions		
Number of questions approved and published	1,000	n/a

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

3.10.2. Expert management and support

REA coordinates and manages the **call planning and publication process** for a number of programmes, including Horizon 2020⁵⁹.

Regarding **evaluation support**, REA manages the evaluation building in the Covent Garden complex (COVE), offering reception and support service to operational units and

⁵⁹ 3HP, AGRIP, AMIF, CEF, COSME, CP, CREA, EDIDP, EFC, EMFF, ENT/GROW, Erasmus+, ESTAT, EUAID, EURATOM, FE, HERC, IMCAP, ISFB, ISFP, JUST, LIFE, PANAF, PPPA (including PADR), REC, RFCS, UCPM

experts during on-site evaluation sessions. These evaluation support services are available for the Horizon 2020, EURATOM, COSME and RFCS programmes.

In the area of expert management, REA is in charge of **contracting** (including the verification and validation of experts' legal entity files and bank accounts) and **paying the expert evaluators** for Horizon 2020 (except for European Research Council experts) as well as **expert monitors** ('reviewers') for FP7 and Horizon 2020 actions delegated to REA. The Agency is also responsible for validating the expert monitors' Legal Entity and Bank Accounts Files for Horizon 2020 actions which have not been delegated to REA.

In addition, REA provides **support to experts** during the evaluations and throughout the contracting and payment workflow. This includes the management of expert queries, face-to-face customer service and follow-up.

In 2020, the expert management and support services will – in addition to normal services - dedicate specific efforts to the following activities:

- The piloting and roll-out of new COMPASS LE/BA workflows, the development of the Expert Common Services (ECS)⁶⁰ modules and features to cover first expert monitors (to be better linked with the existing Project Monitoring (PMON) workflow) and later to cover evaluators, exploring the possibility of introducing electronic attendance sheets for experts carrying out central/on-site work;
- Contributing to the implementation of the revised Commission Decision on the reimbursement of experts⁶¹, including communication to experts and implementation⁶²;
- Pilot for risk-based approach to process expert payments to simplify and speed up the processing of cost claims (for more details, see section 4.1.5);
- Preparing for the new MFF by building capacities for the call management, contributing to the Expert's model contract, participating in the IT development processes, etc.

The major outputs of REA for 2020 are summarised in the table below. There is an expected reduction in the proportion of evaluators attending the central sessions in Brussels linked to the end of H2020, and the expected reduction in numbers of proposals to be evaluated. A considerable increase is expected in the number of calls as current programmes end and the new programmes begin, and due to a reasonably significant increase in the number of clients of the call passporting system for the next multi-annual financial framework.

<p>Relevant general objective: "A New Boost for Jobs, Growth and Investment" (no.1)</p>	<p>Parent DG: RTD</p>
<p>Specific objective: Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other R&I programmes and maximise synergies.</p>	<p>Related to spending programmes H2020 and FP7</p>

⁶⁰ The new IT system designed to replace EMI/EMPP, the current systems used for managing experts.

⁶¹ Currently Commission Decision C(2007)5858 : Rules on the reimbursement of expenses incurred by people from outside the Commission invited to attend meetings in an expert capacity.

⁶² Implementation with the IT (Information Technology) systems will be the responsibility of DG RTD, however the REA will provide key inputs as a major user of the system.

Main outputs in 2020:		
Description	Estimated Number	Estimated budget
Provision of administrative and logistical support services		
Tasks related to contracting and payment of experts⁶³		
Number of expert contracts signed – expert evaluators	18,000	52.5 MEUR ⁶⁴ (single budget line - expert evaluators) + 4.3 MEUR (expert monitors) = 56.8 MEUR (total experts)
Number of expert contracts signed – expert monitors (only for actions managed by REA) ⁶⁵	3,000	
Number of payments	26,000	
Number of LE/BA validations for experts	6,800 of each	
Number of Pool approvals	300	
Tasks related to the evaluation support		
Number of calls finalised in the Call Passport System	450	n/a
Number of evaluations supported on-site	160	n/a
Number of expected proposals evaluated ⁶⁶	30,000	n/a
Number of expected expert weeks on-site ⁶⁷	9,000	n/a
Number of expected remote expert weeks ⁶⁸	145,000 ⁶⁹	n/a

⁶³ There is one single budget line for expert evaluator payments, whereas expert monitors are included in the individual budget lines for each activity.

⁶⁴ Based on the assumption that a provisional commitment can still be used.

⁶⁵ Expert monitors are included in the budget line for each activity.

⁶⁶ Based on the estimation provided by the Call Coordinators.

⁶⁷ Based on the estimation provided by the Call Coordinators.

⁶⁸ Based on the estimation provided by the Call Coordinators. For example, if a Call Coordinator indicates that 250 experts will work remotely over four weeks for a particular evaluation, the calculated number of experts expected to be supported remotely is 1,000.

⁶⁹ Based on the estimation provided by the Call Coordinators.

In addition the agency also pays a particular attention to the following indicators:

Indicator	Target	Latest known results
Time-to-validate for experts	100% of experts' Legal Entity Files validated within 25 working days (after approval of the pool of experts by the evaluating service)	97,3% (31 December 2019)
Time-to-contract for experts	100% of expert contracts signed by REA in less than 10 calendar days. ⁷⁰ (see Part 1. Key Performance Indicators)	98.5% (31 December 2019)
Time-to-pay for experts	100% of expert payments executed by REA in less than 30 calendar days. (see Part 1. Key Performance Indicators)	99.9% (31 December 2019)

⁷⁰ Counted from the moment the contract signature process is launched in COMPASS until the signature of the contract by both parties (see footnote 9).

PART 4. ORGANISATIONAL MANAGEMENT

4.1. Relevant objectives and indicators

This part is structured around the strategic, long term objectives in the following areas:

- human resource management;
- financial management, internal control and risk management;
- information management;
- external communication activities.

For each area, the challenges for the coming year are listed, followed by the long term objectives with their respective indicators and the list of specific outputs planned for 2020 that contribute to their achievement.

In view of the preparations for the next seven-year financial framework and the corresponding mandates (2021-2027), the six Executive Agencies (EAs) started a reflection on synergies and efficiencies (S&E) in the field of horizontal support functions in 2019. After a first inventory of the activity fields and rationale for possible future cooperation among the EAs, four specific working groups on HR matters (chaired by EACEA); Administration, Finance, Logistics, Accounting, Budget, Financial support, Procurement and Anti-fraud (chaired by REA); Legal affairs, Communication and the DPO (chaired by EASME) and ICT (chaired by ERCEA) were established. In 2020, the reflection will continue and the outcome of the S&E exercise will feed into the on-going costs and benefits analysis and the debates on the next mandates of the executive agencies under the MFF 2021-2027.

4.1.1. Human Resource Management

The table below recalls the corporate EC strategic objective for HR management, together with three mandatory corporate performance indicators and one specific for REA. These indicators are associated to medium to long term targets and help monitor REA's progress.

Objective: The Executive Agency 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.

Corporate Indicator 1 : Percentage of female representation in middle management

Source of data: REA HR

<p>Baseline 2019: 29,4%</p>	<p>Target 2020: 40% REA monitors the percentage of female representation in middle management. However, the target of 40% female representation in middle management by 2020 (average target at European Commission level) is not in the remit of REA as the parent DGs are in charge of the selection of middle managers.</p>
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Corporate Indicator 2 : Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey 2018

<p>Baseline 2018: 63%</p>	<p>Target 2020: ≥63% The 2018 staff survey result represents a 16% increase compared to 2016. The aim of the follow-up action in 2020 is to implement activities contributing to maintaining this level of satisfaction of staff with their well-being in REA.</p>
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Corporate Indicator 3 : Staff engagement index

Source of data: Commission staff survey 2018

<p>Baseline 2018: 69%</p>	<p>Target 2020: 71% The 2018 staff survey result represents a 5% increase compared to 2016. The aim of the follow-up action in 2020 is to implement activities contributing to reaching the level before the 2014 reform (71%).</p>
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REA Specific Indicator 4: Occupation rate of the establishment plan

Source of data: REA HR

<p>New indicator Baseline 2019: 95.6%</p>	<p>Target 2020: > 95%</p>
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Main outputs in 2020:		
Output	Indicator	Target
Outputs at REA level		
REA will perform its yearly workload assessment exercise in view of rebalancing resources across units commensurate with their effective workload.	The REA Staff and staff profiles (re-)allocated to the different units in function of an assessment of the workload and the budget delegated to REA.	Workload assessment ready by November 2020
Smooth implementation of the EAs Joint Committee for the protection and prevention at work (CPPT) and the Common Staff Committee	Organise constituting session and meetings in 2020	Common Staff Committee: setting up of the Committee CPPT: quarterly meetings to be organised
Implementing job shadowing schemes between REA and other EAs and the piloting shadowing scheme with DG RTD.	Number of enrolments by staff	Inter-agency job-shadowing: minimum 10 REA participants REA-RTD job-shadowing: minimum 7 REA participants, by 31.12.2020
Main outputs from the action plan following the 2018 staff survey⁷¹		
Action 2 (section "Inclusion and Fairness"): Ensure proper training (such as "Communication how to get difficult messages across" or "How to deal with conflicts") for staff members having a recognised role on people management or doing tasks' coordination	Number of training courses organised	4 sessions by 31.12.2020

⁷¹ REA Intranet page with details of the action plan:
https://myintracomm.ec.europa.eu/DG/REA/staffmatters/hr_metrics_reporting/staff_survey/Pages/default.aspx

Action 3 (section "Inclusion and Fairness"): Organise a communication campaign on "Respect@work" to promote values and diversity in everyday situations (hierarchical relations and between peers)	Defining the main REA values and establishing golden rules of collegial behaviour, based on the 10 REA Management Commitments.	Communication campaign by end of Q1 2020.
Action 9 (section "Decision-making"): Foster an "Innovation challenge" (Hackathon methodology)	Organising the pilot exercise with 2-3 ideas	One Hackathon in Q1 2020
Follow-up newcomers integration	Organising newcomer induction days, a newcomers breakfast; propose to new staff coffee meetings with REA senior management.	3-4 newcomer induction days, and 1 newcomers breakfast, by 31.12.2020
Maintaining and boosting managerial excellence	Organisation of the second 360 degrees management feedback exercise, open to HoUs, DHoUs and HoSs, ensuring managerial coaching and peer learning.	15 participants; implementation in Q1 2020

The overall objective of REA's HR management is to recruit, train, assess, motivate and retain highly qualified staff with a view to ensuring an effective and efficient operation of REA as well as to promote equal opportunities within the Agency.

In relation to the above-mentioned four main HR performance indicators, REA aims to:

- comply with the corporate targets on female representation in middle management whilst not fully in control of the selection process of seconded middle managers, which is performed by the parent DGs;
- maintain the high level of well-being of staff as declared in the 2018 staff survey;
- further improve the staff engagement, with focus on job satisfaction, job and career opportunities and promoting REA as a modern and attractive workplace;
- maintain its specific objective regarding the occupation rate of its establishment plan (more than 95 % of posts filled).

In support of these objectives, REA will undertake the following priority actions in 2020:

- REA management will put a strong emphasis on steering the change processes linked to the Agency's next mandate as of 2021. For this, it will use all

communication channels and will ensure a two-way communication with staff. The focus will be on HR issues linked to the new mandate, including preparing for the new organisation chart and developing the inter-agency mobility of managers.

- REA keeps as a priority a flexible and transparent allocation of staff amongst its Units against objective criteria, in line with the methodology established for workload calculation. In anticipation of Horizon Europe and the redesign of REA's future mandate, REA will continue in 2020 its active participation in the cost-benefit analysis with parent DGs.
- In 2020, REA will continue implementing new Sysper modules that are being made available in the framework of its Service Level Agreement with DG HR. The routine use of these modules will support the further streamlining of the agency's HR processes and will facilitate its HR reporting. The focus in 2020 will be on rolling out new Sysper modules for vacancy management, ethics and probationary period.
- Continued emphasis will be on the efficient and timely running of the selection and recruitment processes with the aim of achieving full occupation rate in line with REA's 2020 establishment plan (822 positions).
- As part of the Synergies and Efficiencies initiative, REA will work on streamlining HR processes internally and between Executive Agencies. It will also contribute to the sharing of best practices and will further analyse the optimum use of its Service Level Agreements with the Commission.
- In 2020, REA will continue to promote staff well-being through a better work/life balance and the promotion of a healthy work environment.
- REA management will give full support to the activities of the REA Staff Committee and continue the social dialogue with the Committee. In collaboration with other executive agencies, a Joint Committee for the prevention and safety at work (CPPT) and a Common Staff Committee have been set up in 2019 and will start working in 2020. It is also intended to implement in 2020 the Memorandum of Understanding between the Executive Agencies and the Trade Unions as the official framework for their social dialogue.
- The last staff survey (Q4 2018) has shown a positive trend in REA staff's satisfaction levels: With a high participation rate (71% of the eligible staff), the survey demonstrated that REA staff have a real sense of purpose at their work, they take pride in their job and are willing to go the extra mile at work when necessary. Staff are however concerned about their career opportunities. REA will continue to actively address these concerns in an inter-agency working group with the Commission, in particular the conditions governing the employment, career and mobility of staff in the executive agencies.

4.1.2. Financial Management: Internal control and Risk Management

This section recalls the corporate overarching objective for financial management and internal control which covers three specific objectives, also shared with all the Commission services:

- legality and the regularity of the operations.
- sound financial management.
- fraud prevention.

Their achievement is monitored by a series of corporate indicators. It should be noted that some of them are monitored without having set a specific target.

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

In 2020, as in previous years, the Agency will manage the risks inherent to the delegated parts of the Research Framework Programmes for which it is in charge of the entire process including call publication, evaluation and selection of proposals, grant agreement signature and project management.

- Regarding the different programmes, the activities related to Horizon 2020 are including all stages of the programme management cycle, from the calls' implementation to the follow-up of ex-post audits. REA will continue to put **emphasis on implementing the Horizon 2020 ex-ante control guidance** for interim and final payments, adopted end 2016 and updated in 2019 for the whole Research and Innovation family. The **closure of the FP7 grants** remains one of the priorities as well.

With regard to **ex-post controls**, the implementation of the Horizon 2020 ex-post audit strategy is in the remit of the Common Audit Service (CAS). REA's participations are part of the population from which the random Common Representative Audit Sample (CRaS) is drawn. Moreover, all REA managed participations are subject to risk based targeted selections for ex-post audits. In addition to these selected ex-post controls across the framework programme, the CAS is also drawing specific random and risk based samples for the Marie Skłodowska-Curie Actions which are subject to a specific risk profile. For FP7 activities, REA continues implementing the common ex-post audit strategy of the Research and Innovation family. In accordance with the common FP7 strategy, REA will further implement its Ex-post Audit Approach focusing on audits in the identified areas of risk.

- Besides a robust ex-post audit strategy, it is also important to have a **comprehensive ex-ante control strategy**. For this reason, REA maintains an emphasis on the necessity for staff to follow the various trainings included in the Learning and Development Framework as compulsory for each REA staff involved in operational activities.
- REA has also **enhanced its follow up of bankruptcies** with the finance unit assuming a coordinating role. The internal biannual AOSD report now contains a

dedicated reporting section on bankruptcy cases pending for the grants managed by each operational unit. Close monitoring will continue in 2020. In addition, REA will develop guidance for the RAOs related to the coherent interpretation of financial viability results in terms of the overall financial capacity of the beneficiary in the context of a grant agreement.

- The **follow-up of ageing overdue recovery orders** will be further monitored through quarterly reports to the management for Recovery Orders under the responsibility of the RAO (Responsible Authorising Officer).

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Corporate Indicator 1 : Estimated residual error rate⁷²

Where necessary specific residual error rates would be calculated for each programme managed or for expenditure with a common risk profile.

Source of data: Audex (CAS, DG RTD)

Baseline	Target
AAR 2019: H2020: <i>Cumulative residual error rate :</i> <ul style="list-style-type: none"> • REA: 2.30% (2.52% incl. draft audit reports) • REA MSCA: 1.29% 	H2020: Overall target: as close as possible to 2% (within the range of 2-5%). Second layer of assurance for the MSCA: specific target for the MSCA subset: below 2%

⁷² For the definition, see the guidance "[Key concepts and definitions for determining error rates, amounts at risk and estimated future corrections](#)".

Corporate Indicator 2: Estimated overall amount at risk at payment for the year for the entire budget under the Executive Agency's responsibility. ⁷³

Where possible calculated for each programme managed or for expenditure with a common risk profile.

Source of data: CAS (DG RTD); ABAC; BUDG

Baseline	Target
AAR 2019: With an average weighted error rate of 2.3% the risk at payment has been estimated at €38.58 million.	It is expected that the average weighted error rate will remain at a similar level. The amount at risk should also remain stable.

Corporate Indicator 3 : Estimated future corrections

Where possible calculated for each programme managed or for expenditure with a common risk profile.

Source of data: ABAC; BUDG; Audex (CAS, DG RTD)

Baseline	Target
AAR 2019: The corrective capacity was estimated in 2019 at 0.46% of the payments made for the 2019 operational budget. ⁷⁴	No target ⁷⁵

Main outputs in 2020:

Output	Indicator	Target
Outputs in the remit of the Research and Innovation family		
H2020 participations of which the ex-post audit is closed by 2020	Cumulative number of Horizon 2020 participations of which ex-post audit is closed by 2020 (closed 2017-2020): <u>Layer 1 (Research Family) participations</u> - Representative sample	Except for the MSCA, there is no specific REA target for other actions. <u>Layer 1 CRS⁷⁶ (Research Family) 303 of which:</u> <ul style="list-style-type: none"> ○ CRS1(2017): 142⁷⁷ (of which 15 for REA) ○ CRS2(2019): 161 (of which 20 for REA)

⁷³ NB on 23.03.2020: The calculation method to arrive at the error rates is currently undergoing verifications given recent remarks by the Internal Audit Service. Therefore, the baseline values indicated for all the corporate indicators of objectives 1 and 2 are subject to modification after the finalisation of this Work Programme.

⁷⁴ As from 2017, the historic corrective capacity, reported by DG BUDG is adjusted based on the difference between the relevant Representative/Detected Error rate and the relevant Residual Error/specific residual error rate.

⁷⁵ According to the ex-post control methodology, the corrective capacity depends on the audit findings and the audit coverage; therefore, we cannot set a particular target.

⁷⁶ In 2020 no CRS foreseen. According to the H2020 audit strategy a common audit sample is drawn every two years.

⁷⁷ The plan foresaw 162 samples for 2017, however, the population before sampling was rather small and some amounts largely exceeded the sampling interval. Therefore these larger amounts were hit more than once, thus reducing the number of expected results to 142.

	<p>- Risk sample</p> <p><u>Layer 2 (MSCA) participations</u></p> <p>- Representative sample</p> <p>- Risk sample</p>	<p><u>Layer 1 Corporate risk (Research Family) 957 of which:</u></p> <ul style="list-style-type: none"> ○ Corporate risk (2017): 156 (of which: 47 for REA) ○ Corporate risk (2018): 265 (of which 45 for REA) ○ Corporate risk (2019):224 ○ Corporate risk (2020): 312 <p><u>Layer 2 (REA MSCA):</u> <u>510 = 166 (2018)+195 (2019)+149 (2020)</u></p> <ul style="list-style-type: none"> ○ Representative sample: 232 participations, aggregated as follows:132 (2018) + 50 (2019) + 50⁷⁸ (2020) participations <p>Risk sample: 220 participations, aggregated as follows: 34 (2018) + 145 (2019) + 41 (2020)⁷⁹</p>
Outputs at REA level		
Implementation of FP7 and H2020 audit findings	Cumulative implementation rate of audit results (FP7 and H2020 separately)	H2020: 80% by 31/12/2020 FP7: 95% by 31/12/2020
Implementation of FP7 and H2020 extension of audits findings	Cumulative implementation rate of extrapolations (FP7 and H2020 separately)	H2020: 80% by 31/12/2020 FP7: 95% by 31/12/2020
FP7 ex-post audits launched in 2020	Number of FP7 ex-post audits launched	11 (4 in-house and 7 outsourced)

⁷⁸ Of which 23 launched and 27 not launched due to clashes.

⁷⁹ Planned under top-ups 2020.

Objective 2: Effective and reliable internal control system in line with sound financial management.

Corporate Indicator 1 : Conclusion reached on cost effectiveness of controls
Source of data: ABAC; REA HR

Baseline	Target
AAR 2019: Yes	Yes

Indicator 2: Economy of the direct grant management (total costs of controls, including costs of corporate services delivered by REA and the CIC /total amount of payments made)⁸⁰

Source of data: REA HR; ABAC

Baseline	Target
AAR 2019: 3.89%	Stay in the same range

Main outputs in 2020:

Output	Indicator	Target
Outputs at REA level		
Guidance for RAOs on management of the risks related to financial capacity	In order to help the RAOs in REA to take informed decisions during GAP, amendments and in the event of the change of financial status of a beneficiary a clear guidance document will be developed via the Network of Financial Officers.	Completed by 31/12/2020
Update of guidance for administrative expenditure	Revision of information and guidance available, in particular on REAs intranet	Completed by 31/12/2020
Follow-up of aging recovery orders	Number of reports on overdue recovery orders	4 reports per year

Periodic reports including the follow up of recovery orders is already put in place. It is intended that this set of reports is extended in 2020 to include the follow-up of open invoices (cost claims). This set of "preventive controls" is targeted as a tool in order to improve the timely treatment of the different transactions throughout the Agency.

⁸⁰ This indicator has been modified, compared to the AWP 2019. The modification, requested by DG BUDG and coordinated with DG RTD/CIC, consists of including all the costs within the ratio "costs of controls/implemented budget" (ie.: costs incurred in REA and in the services organised in a corporate manner for the R&I Family).

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the Executive Agency, based on the EA's anti-fraud strategy aimed at the prevention, detection and reparation of fraud.

Corporate Indicator 1 (information available in the Executive Agency's anti-fraud strategy): Updated anti-fraud approach of the Research Executive Agency, elaborated on the basis of the methodology provided by OLAF⁸¹

Source of data: REA Anti-Fraud Approach

Baseline	Interim Milestone	Target
2017 update	2019 update was done	Update every 3 years

Corporate Indicator 2 : Fraud awareness is increased for target population(s) as identified in the Executive Agency's anti-fraud strategy

Source of data: REA's anti-fraud Approach, BO (Business Owner) query REA.HR

Baseline	Interim Milestone	Target
60.7% of staff trained in 2018	72% target by 2019 was achieved by rate of 82.10% of staff trained	100% of the target population ⁸²

Corporate Indicator 3 : Regular monitoring of the implementation of the anti-fraud strategy and reporting on its result to management

Source of data: REA's anti-fraud approach

Baseline	Interim Milestone (to be added if relevant)	Target
Quarterly reports on OLAF and risky cases	N/A	4 internal reports per year

Main outputs in 2020:

Output	Indicator	Target
Anti-fraud training sessions (made compulsory within 1 year from entering the service)	No. of sessions organised	3
EDES trainings	No. of sessions organised	2
REA Quarterly Reports "State of play of cases under OLAF investigation for serious irregularities"	Regular monitoring and reporting on fraudulent and risky cases to management	Number of internal reports per year: 4 Number of external reports per year: 2

⁸¹ The methodology can be found on the FPDNet website: <https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/ToolBox/Documents/Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies.pdf>. In particular paragraph 3 of the methodology is relevant.

⁸² Following an update of the EC corporate approach, this indicator has changed as from 2020: the target refers to a "target population" instead of a share of the total REA Staff.

CFE ⁸³ certification to develop internal capacity on fraud detection and prevention or risk identification	Number of staff in unit REA. C.2 with holding a CFE certification	5
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In 2020 REA will continue to be active in the Fraud and Irregularity Committee for Research (FAIR) in developing specific guidelines and will escalate any issue of common interest to the Research and Innovation family.

4.1.3. Information management

Objective 4: Information and knowledge in your Executive Agency is shared and reusable by other Commission services. Important documents are registered, filed and retrievable

Corporate Indicator 1: Percentage of registered documents that are not filed⁸⁴ (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)⁸⁵ statistics*

Baseline	Target 2020
2019: 0.09%	<0.1 %

Corporate Indicator 2: Percentage of HAN files readable/accessible by all units in the Executive Agency

Source of data: *HAN statistics*

Baseline	Target 2020
2019: 91% (if validation and expert contract files are excluded)	>90% (if validation and expert contract files are excluded)

Corporate Indicator 3: Percentage of HAN files shared with other Commission services

Source of data: *HAN statistics*

Baseline	Target 2020
2019: 0%	>30% (if validation and expert contract files are excluded)

⁸³ CFE: Certified Fraud Examiner.

⁸⁴ 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.

⁸⁵ Suite of tools designed to implement the [e-Domec policy rules](#).

Main outputs in 2020:		
Output	Indicator	Target
Maintain a high share of ARES files readable/accessible to REA units	Number of assessment of the REA files access rights	One annual assessment
Maintain a low percentage of unfiled documents	Number of unfiled documents' reports sent	Monthly reporting for each REA unit
Facilitate the registration of important documents in ARES	Integration of ARESBRIDGE feature in MyIntraComm's collaborative platform	Implemented during Q1 2020

In 2019 the percentage of registered documents in ARES but not filed (Corporate Indicator 1) remained very low (0.09%), which is one of the best performances throughout the entire Commission services. REA's objective for 2020 is to stay in the same range (<0.1%).

A complete and reliable filing allows to:

- Find useful information quickly;
- Give visibility to the documents;
- Ensure transparency and accountability;
- Facilitate the collaboration between colleagues;
- Ensure the business continuity (staff mobility).

With respect to the performance on the indicator related to the sharing of ARES files within the Agency (Corporate Indicator 2) the latest result (91%) was favourable and stable and REA wants to keep an ambitious objective (>90%) also for 2020.

It should be noted that files related to the validation of participants (PDM/ERIS files) and expert-related files (mainly contracts and payment transactions) need to be restricted due to the protection of personal data. These represent a large majority of the REA files. Moreover, the proportion of those files is continuously increasing. As such, the relevant share of the REA files accessible by all REA units needs to exclude those files. The majority of the remaining files ($\pm 9\%$) are protected due to justified confidentiality and data protection reasons (i.e. HR, legal, anti-fraud or audit-related).

With respect to performance on the indicator related to the sharing of files with other DGs (Corporate Indicator 3), the data protection constraints explained under Corporate Indicator 2 also apply. If validation and expert-related files are excluded, the large majority of files with relevance for Commission services concern projects. Opening access to project-related ARES files was put on hold in 2017, since an assessment of the OSIRIS interface (giving access to the same ARES data) was under discussion by the agencies' DPOs. Since no constraints were raised, a discussion among the research DMOs will take

place shortly, so as to set out a harmonised approach for the research family in this respect by Q1 2020.

Handling of classified information in Horizon 2020 projects

Over the last three years REA concentrated its efforts on the setup of arrangements for the management and the take over of projects generating classified information (EUCI) from the parent DGs. The arrangements for handling EUCI projects with the lowest level of classification - *EU RESTRICTED* - were put in place in 2017. Since 2019 REA effectively manages also EUCI projects producing EU CONFIDENTIAL documents.

The objective for 2020 is to ensure a consistent implementation of the required measures imposed by DG HR.DS. Actions will focus on:

- training and awareness-raising towards project officers dealing with classified information;
- close monitoring of handling practices according to the applicable rules for each level and reporting any security breaches to DG HR.DS.

Data Protection

In 2020 the REA DPO office will assist and advise the controllers on:

- Finalisation of the update, revision and transformation of existing legacy Notifications into records;
- Creation of new records;
- Publication of the register of REA data processing activity records;
- Adoption/approval by the Steering Committee of the decision on restrictions of the data subjects' rights;
- Adoption/approval by the Steering Committee of the decision on REA DPO implementing rules.

In 2020 the REA DPO office will carry out the following activities:

Awareness-raising

During 2019 the DPO office has undertaken an awareness campaign and by end of the year will have visited all REA units offering a presentation on DPO roles, responsibilities and on staff as data subjects and handlers of personal data in the frame of their assigned tasks, giving a chance to staff to raise questions.

The DPO office has requested units to provide feedback by the end of the year so training needs can be identified and a training map for 2020 created. The outcome of the visits as well as the training programme will be presented in a management meeting in January 2020.

A data protection training and awareness-raising programme will be implemented in collaboration with DPOs of other institutions, bodies and agencies.

A general session to all staff will be organised (including the topic of data breaches) as well as modules addressed to certain profiles.

New information, templates and guidelines will be available for REA staff and controllers.

A short introductory data protection training will also be provided to newly recruited staff. Info-sessions with guest speakers may also take place.

Procedure for dealing with data subjects' requests

Individuals have the right to know what personal data is held by REA about them, the right to access their information and to exercise rights related to the processing of their personal data by REA. The procedure for replying to data subjects' requests to access their personal data or to exercise any other related rights will be elaborated and put into place.

Memorandum of Understanding on joint controllership

The Memorandum of Understanding (MoU) on joint controllership for the processing of personal data for the registration and the management of grants and experts in the context of the EU Research programmes, collected via the 'Funding and Tenders Portal' (previously Participant Portal) and its Annexes will be finalised.

Personal data breach procedure

A common Research Family procedure for data breaches in the context of the EU Research programmes under the MoU on joint-controllership (as mentioned above) will be finalised and adopted as an Annex to the Memorandum of Understanding. This will require a revision of the REA Data Breach Policy in respect of other REA data processing activities.

Relations with EC horizontal services

Follow up and implementation of the EDPS position concerning the nature of relations (controller-processor vs joint controllership) between Executive Agencies and the horizontal services of the European Commission (i.e. BUDG, OIB, PMO, DIGIT etc.).

Updating of DPO inventory of data processing activities

The DPO inventory of data processing activities will be updated and kept up to date to include the information on the new records adopted/approved by the controller. The inventory will be expanded to include the additional information on each data processing activity (i.e. processors, joint controllers, SLA/agreements/contracts/MoUs, transfers to 3rd countries, restrictions of DS rights, applicable EDPS opinions, current EDPS guidance papers, etc).

Update of the REA Intranet "Data Protection" section

Creation of "FAQs" section; relevant information will be published in news articles and e-bulletins (in collaboration with the REA Communication sector).

Information and Communication technologies (ICT)

All information relevant to the REA ICT tools/systems are recorded under GovIS2. In addition, REA ICT will establish the ICT Activities Plan for the period 2020-2021. This Activities Plan is subject to approval by the REA IT Management Board.

Closely linked to the transition to the new mandate, REA is facing important IT challenge regarding H2020 IT applications:

- IT support is necessary to ensure compliance with the procurement threshold of €144,000 applied to payments to experts;
- With reference to the static translation for a multilanguage regime of the Funding & Tenders Portal, there is uncertainty about the availability of the necessary IT developments at the target date of implementation (1.1.2021);
- The REA's operations in the scope of SEDIA are highly dependent on the services delivered by DG DIGIT in terms of maintaining the PDM application. Due to recurring IT issues delays may appear in the validation processes that may jeopardise the work of the Authorising Officers. As a final impact, a reputational risk exists towards the participants in EU grant and procurement procedures and the SEDIA clients;
- The management of the REA validation processes will gradually move to COMPASS workflows. Any delays and shortcomings in the necessary IT developments may have an incidence on the timely signature of grant or procurement contracts.

REA will collaborate with the relevant services through the existing governance structures in order to raise awareness and contribute to the solutions. REA will also explore possibilities for the work around solutions in case the critical IT features are not made available and inform the other EAs impacted in order to gain their support and act collectively.

4.1.4. External communication

The Agency's communication activities support its mission to fund high-quality research and innovation projects that generate knowledge for the benefit of society.

In 2020, REA's external communication will therefore continue covering the whole project lifecycle:

- Promoting funding opportunities;
- Attracting experts;
- Broadening participation in EU-funded research projects;
- Supporting applicants;
- Engaging with beneficiaries and supporting their communication activities;
- Promoting project successes and strengthening policy feedback;
- Funding and supporting the communication activities of the parent DGs.

REA will collaborate with its parent DGs⁸⁶ to carry out these activities, in accordance with the Horizon 2020 external communication strategy for the 2016-2020 period, as well as communication strategies of the parent DGs.

The Agency will engage in digital and audio-visual communication, organise stakeholder events and participate in events organised by the parent DGs, NCPs or Member States to promote the programmes it manages. REA will also launch publications to support the 2020 objectives.

Following the recent opening of the REA_research Twitter account, the Agency will further strengthen its online and social media presence. The Agency's stakeholder database will also be revamped.

REA will strengthen the support to beneficiaries to help them boosting the projects' communication activities.

Objective: 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.

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

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual Executive Agency's actions may only make a small contribution.

Source of data: [Standard Eurobarometer](#) (DG COMM budget)

Note: The REA's target audience is potential applicants, beneficiaries and decision makers. A direct link between the Agency's communication activities and perception of EU citizens cannot be established.

Baseline: June 2019	Target: 2020
Total "Positive": 45% Neutral: 37 % Total "Negative": 17%	Positive image of the EU ≥ 50%

REA Indicator 2: number of success stories communicated to the parent DGs

Source of data: REA Communication sector

Baseline:	Target:
2019: 147	2020: 150 (target referring to the revised definition focused on confirmed success stories ⁸⁷)

⁸⁶ DG RTD, EAC, CNECT, AGRI, DEFIS, HOME

⁸⁷ For the purpose of this indicator and in alignment with DG RTD guidelines, only implemented projects fall under the definition of 'success story'. Promising and/or newsworthy projects are no longer included.

Main outputs in 2020:		
Output	Indicator/Deliverable	Target
Success stories communicated to the parent DGs	Number of success stories communicated to the parent DGs	150
Reach on the website <i>(source: website statistics)</i>	Number of visits	100.000
	Number of unique page views	125.000
	Number of newsletter subscribers	500
Reach on social media <i>(source: social media statistics)</i>	Number of impressions	3.3 million
	Number of followers	3.500
	Engagement rate ⁸⁸	1,2%
Reach via events <i>(source: organisation statistics and participant surveys)</i>	Number of stakeholder events organised	28
	Number of policy events attended	20
	% of newcomers (for info days)	50%
	Satisfaction rate of participants	80%
Reach via publications <i>(source: organisation statistics and reader surveys)</i>	Number distributed / downloaded	8.000
	% of readers who will share the information	80%
Annual communication spending:		
Baseline (2019)	Estimated commitments (2020)	
EUR 357,109.00	EUR 330,000.00	

⁸⁸ Engagement rate: number of engagements divided by impressions.

Engagement: the total number of times a user interacted with the tweets you sent during the selected date range (like, retweet, comment).

An impression is the number of times a tweet appears to users in either their timeline or search results.

4.1.5. Examples of initiatives to improve economy and efficiency of financial and non-financial activities of the Executive Agency

According to the Financial Regulation (Article 74.2⁸⁹), the principle of economy requires that the resources used by the Agency in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price. The principle of efficiency concerns the best relationship between resources employed and results achieved.

Beyond the continuous efforts for more economy and efficiency in REA's operations, two processes have been chosen here to demonstrate particular commitments in this area:

E-learning training module for large calls

The fully remote evaluation has been introduced for MSCA-ITN and MSCA-IF since 2016. The main reasons were the significant number of proposals to be evaluated, a constantly increasing cost of the evaluation including the cost of travelling for the experts, and the insufficient capacities of the evaluation premises in a short evaluation period. Since 2016 every year the remote evaluation process, including the briefing for experts, has been improved, based on the experience from the previous years and following the suggestions collected from the experts and project officers during/after the evaluation.

One of the most important aspects during the remote evaluation process is to ensure the high quality briefing for all expert evaluators. Since the briefing is provided remotely, it is important to boost the participation of the experts in the remote training, in order to ensure that all experts attend it, pay appropriate attention and understand all the specificities of the call and of the evaluation process.

Therefore, it has been decided to introduce a new briefing system that has already been piloted during the MSCA-IF call in September 2019. It is to be noted that for MSCA-IF 2019 call almost 4 000 remote experts are involved in the evaluation of 10 000 proposals.

The new briefing system is based on E-learning and provides a more attractive and interactive solution for experts. In addition, it is very cost effective as no travelling is required. The E-learning module provides to REA a possibility to follow the attendance of the experts, which is crucial for the overall success of the evaluation process. Following the E-learning training, all experts received a questionnaire that allowed them to assess their knowledge on the call and the process, to ensure that they are well equipped to participate in the evaluation.

⁸⁹ Article 74(2) of the Financial Regulation: "For the purposes of paragraph 1 of Article 74, the Authorising officer by delegation shall, in accordance with Article 36 and the minimum standards adopted by each Union institution and having due regard to the risks associated with the management environment and the nature of the actions financed, put in place the organisational structure and the internal control systems suited to the performance of duties. The establishment of such structure and systems shall be supported by a comprehensive risk analysis, which takes into account their cost-effectiveness and performance considerations."

The first results show that the E-learning training was well received by all the experts and provides very effective and efficient solution for remote training, especially for large calls.

It is foreseen to expand this type of E-learning training also to other REA calls in 2020, since it provides a very valuable platform to maintain a high quality of the evaluation process, especially for large calls involving a significant number of experts working remotely.

Efficiencies in the management of payments to experts

REA administrative and logistical support services to EU bodies implementing Horizon 2020 include the contracting and payment of independent expert evaluators. During Horizon 2020 the average time for REA to pay experts has fallen from 30 days to under 10, while the number of payments processed has more than tripled.

However, there is a renewed demand from Member States to generate further efficiency gains in the use of administrative resources for the upcoming Multiannual Financial Framework (of which Horizon Europe is part). Therefore in 2020 REA will pilot a revised methodology for the reimbursement of experts' travel costs, using the new approach in up to five proposal evaluations (this scale will allow the impact of the pilot to be assessed accurately).

The EU Financial Regulation allows the design of ex-ante controls on payments to take account of results of previous controls, and to be based on assessments of cost-effectiveness and risk. As stated in the REA Annual Activity Report 2018, ex-post checks on a sample of executed expert payments that year showed an extremely low error rate of 0.076%.

Certain types of travel cost claim have greater risk than others, and therefore during the pilot REA will use a specific set of ex-ante controls that are proportionate to the risk profile of the claim. For the lowest risk profiles, the number of manual ex-ante checks on travel claims would be reduced. The initial estimate of the savings resulting from this reduction in manual processing of payments is a reduction in workload of 30%, representing approximately eight full time posts.

The annual check on a sample of executed payments to experts will continue at the present level. Combining risk-based ex-ante controls with ex-post sampling will continue to ensure the reliable management of payments to experts.

4.2. Operating budget, staff and operational appropriations

4.2.1. Operating budget

The REA 2020 Administrative Budget was adopted by the Steering Committee on 13 December 2019. It amounts to EUR 80,54 million in total and is detailed as follows (including the contribution from the European Union for Horizon 2020 and for non-research activities in the context of SEDIA, as well as EFTA/EEA and Third Country contributions):

Budget title		EU contribution	EFTA/EEA contribution	Third countries' Contributions	Total appropriations (€ million)
Title 1	Staff expenditure	57,68	1,35	2,30	61,33
Title 2	Infrastructure and operating expenditure	10,66	0,25	0,42	11,33
Title 3	Programme support expenditure	7,41	0,17	0,30	7,88
Total		75,75	1,78	3,02	80,54

Since 2014, the structure of the REA Administrative Budget is in line with the model agreed among the six executive agencies.

- The budget under Titles 1 and 2 relates to salaries and overhead costs such as expenses on the Agency's building which can be apportioned by activity on the basis of the staff breakdown presented above.
- Title 3 includes, among others, the rent for the Covent Garden evaluation building (COVE) and the related expenditure for the management of the evaluation platform (e.g. logistics, furniture) on behalf of the delegated EC programmes' managing services⁹⁰.

The following table provides the breakdown of the REA's operating budget 2020 distributed by delegated programme, activity and DG with a clear split between the EU contribution, the contribution from EFTA/EEA and Third Country contributions (R0).

All titles are allocated in function of staff, except for Chapter 32 (Common Support Services expenditure, including SEDIA) and Article 3121 (External Audit) which are allocated respectively to support services and FP7 legacy management.

⁹⁰ Horizon 2020, EURATOM, COSME and RFCS programmes

Activities	Title 1 (€ million)			Title 2 (€ million)			Title 3 (€ million)			Total	%
	EU BUDGET	EFTA/EEA	RO	EU BUDGET	EFTA/EEA	RO	EU BUDGET	EFTA/EEA	RO		
H2020 and FP7											
H2020 Excellent Science											
Marie Skłodowska-Curie actions – EAC	17,79	0,42	0,71	3,29	0,08	0,13	0,44	0,05	0,09	22,99	28,54%
Future and Emerging Technologies (FET Open) – CNECT	4,75	0,11	0,19	0,88	0,02	0,04	0,12	0,01	0,02	6,14	7,63%
FP7 People – Marie Curie Actions (legacy) – EAC	0,00	0,00	0,00	0,00	0,00	0,00	0,01	0,00	0,00	0,01	0,01%
Subtotal	22,54	0,53	0,90	4,16	0,10	0,17	0,57	0,07	0,12	29,15	36,19%
Industrial Leadership											
Space Research – DEFIS	2,77	0,06	0,11	0,51	0,01	0,02	0,07	0,01	0,01	3,58	4,44%
FP7 Cooperation – Space Research (legacy) – DEFIS	0,00	0,00	0,00	0,00	0,00	0,00	0,01	0,00	0,00	0,01	0,01%
Subtotal	2,77	0,06	0,11	0,51	0,01	0,02	0,08	0,01	0,01	3,59	4,46%
Societal Challenge 2											
Societal Challenge 2 – RTD	2,29	0,05	0,09	0,42	0,01	0,02	0,06	0,01	0,01	2,96	3,67%
Societal Challenge 2 – AGRI	2,55	0,06	0,10	0,47	0,01	0,02	0,06	0,01	0,01	3,30	4,10%
Societal Challenge 6											
Societal Challenge 6 – RTD	2,07	0,05	0,08	0,38	0,01	0,02	0,05	0,01	0,01	2,67	3,32%
Societal Challenge 6 – CNECT	1,16	0,03	0,05	0,21	0,01	0,01	0,03	0,00	0,01	1,50	1,86%
Societal Challenge 7											
Societal Challenge 7 – HOME	0,98	0,02	0,04	0,18	0,00	0,01	0,02	0,00	0,01	1,27	1,58%
Societal Challenge 7 – CNECT	1,94	0,05	0,08	0,36	0,01	0,01	0,05	0,01	0,01	2,51	3,11%
FP7 Cooperation – Security Research (legacy) – HOME	0,00	0,00	0,00	0,00	0,00	0,00	0,01	0,00	0,00	0,01	0,01%
Subtotal	10,99	0,26	0,44	2,03	0,05	0,08	0,28	0,03	0,06	14,22	17,65%
H2020 Spreading Excellence, Widening Participation and Science with and for Society – RTD											
SPO-SEWP -RTD	2,59	0,06	0,10	0,48	0,01	0,02	0,06	0,01	0,01	3,35	4,16%
SPO-SWaFS-RTD	1,33	0,03	0,05	0,25	0,01	0,01	0,03	0,00	0,01	1,72	2,13%
Subtotal	3,92	0,09	0,16	0,72	0,02	0,03	0,10	0,01	0,02	5,07	6,29%

FP7 Capacities – Research for the benefit of SMEs (legacy) – RTD	0,00	0,00	0,00	0,00	0,00	0,00	0,01	0,00	0,00	0,01	0,01%
Subtotal	0,00	0,00	0,00	0,00	0,00	0,00	0,01	0,00	0,00	0,01	0,01%
Provision of administrative and logistical support services											
Validation Services	6,69	0,16	0,27	1,24	0,03	0,05	0,16	0,02	0,03	8,65	10,74%
Experts management	5,20	0,12	0,21	0,96	0,02	0,04	6,07	0,02	0,03	12,66	15,72%
Subtotal	11,89	0,28	0,47	2,20	0,05	0,09	6,24	0,04	0,06	21,31	26,46%
Management and Administrative Support											
Horizontal Activities	5,57	0,13	0,22	1,03	0,02	0,04	0,14	0,02	0,03	7,20	8,94%
MSCA (H2020) EAC	1,90	0,04	0,08	0,35	0,01	0,01	0,05	0,01	0,01	2,46	3,05%
FP7 People – Marie Curie Actions (legacy) EAC	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
FET Open CNECT	0,51	0,01	0,02	0,09	0,00	0,00	0,01	0,00	0,00	0,66	0,82%
Space Research DEFI	0,30	0,01	0,01	0,05	0,00	0,00	0,01	0,00	0,00	0,38	0,47%
FP7 Cooperation – Space Research (legacy) DEFI	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
Societal Challenge 2 RTD	0,24	0,01	0,01	0,05	0,00	0,00	0,01	0,00	0,00	0,32	0,39%
Societal Challenge 2 AGRI	0,27	0,01	0,01	0,05	0,00	0,00	0,01	0,00	0,00	0,35	0,44%
Societal Challenge 6 RTD	0,22	0,01	0,01	0,04	0,00	0,00	0,01	0,00	0,00	0,29	0,35%
Societal Challenge 6 CNECT	0,12	0,00	0,00	0,02	0,00	0,00	0,00	0,00	0,00	0,16	0,20%
Societal Challenge 7 HOME	0,11	0,00	0,00	0,02	0,00	0,00	0,00	0,00	0,00	0,14	0,17%
Societal Challenge 7 CNECT	0,21	0,00	0,01	0,04	0,00	0,00	0,01	0,00	0,00	0,27	0,33%
FP7 Cooperation – Security Research (legacy) HOME	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
SEWP RTD	0,28	0,01	0,01	0,05	0,00	0,00	0,01	0,00	0,00	0,36	0,44%
SWAFS RTD	0,14	0,00	0,01	0,03	0,00	0,00	0,00	0,00	0,00	0,18	0,23%
FP7 SME legacy RTD	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00%
Validation Services	0,72	0,02	0,03	0,13	0,00	0,01	0,02	0,00	0,00	0,92	1,15%
Experts management	0,56	0,01	0,02	0,10	0,00	0,00	0,01	0,00	0,00	0,72	0,89%
Total	57,68	1,35	2,30	10,66	0,25	0,42	7,41	0,17	0,30	80,54	100%

4.2.2. Human resources

The 2020 administrative budget of REA provides for an establishment plan of 192 temporary staff, of which 42 are seconded Commission officials, and a budget for 630 contract staff including 37 contract staff financed with R0 credits (third country contributions). As in previous years, there are no seconded national experts (SNEs) working in REA in 2020.

In the light of increasing synergies and efficiencies between the Executive Agencies, REA will actively contribute in 2020 to improving the inter-agency coordination of selection and recruitment processes. This will be implemented keeping in mind the General Implementing Provisions (GIPs) governing the conditions of employment for contract agents, issued by the Commission in October 2017⁹¹ and used by analogy by REA since 1 January 2018.

- Publishing all vacant positions as internal mobility opportunities will remain the initial and privileged option as it provides a steady flow of career opportunities for REA staff.
- The interagency mobility of contract agents, facilitated by a dedicated portal⁹², will provide the best follow-up option in case of no internal recruitment, in particular for generalist profiles.
- In parallel, the EPSO recruiter portal will continue to be used for screening candidates ranging across the four contract agent function groups and various thematic profiles.
- Calls for expression of interest have been used as pilots in the second half of 2019 and, subject to the pilot evaluation results, might be further used in order to attract a broader mix of eligible candidates and for constituting reserve lists for short and mid term recruitment needs.

By the end of 2020 – marking the end of the current Multiannual Financial Framework and the multiannual delegation of programmes 2014-2020 - the following staff allocation is envisaged (for each action/ programme delegated, the respective parent DG is indicated) whereby the staff has been allocated to actions and programmes.

The following figures are indicative.

⁹¹ Commission Decision C(2017)6760 of 16 October 2017.

⁹² https://myintracomm.ec.europa.eu/hr_admin/TA-2f-Job-Market/Pages/index.aspx

Activities	Total Staff	TAs	Of Which seconded officials	CAs	%
H2020 and FP7					
H2020 Excellent Science					
Marie Skłodowska-Curie actions – EAC	253,48	61,42	6,86	192,06	30,84%
Future and Emerging Technologies (FET Open) – CNECT	67,74	16,98	4,50	50,76	8,24%
FP7 People – Marie Curie Actions (legacy) – EAC	0,00	0,00	0,00	0,00	0,00%
Subtotal	321,22	78,40	11,36	242,82	39,08%
Industrial Leadership					
Space Research – GROW	39,44	13,22	2,32	26,22	4,80%
FP7 Cooperation – Space Research (legacy) – GROW	0,00	0,00	0,00	0,00	0,00%
Subtotal	39,44	13,22	2,32	26,22	4,80%
Societal Challenges					
Societal Challenge 2					
Societal Challenge 2 – RTD	32,61	8,57	2,63	24,04	3,97%
Societal Challenge 2 – AGRI	36,40	9,57	2,94	26,84	4,43%
Societal Challenge 6					
Societal Challenge 6 – RTD	29,48	8,60	2,80	20,88	3,59%
Societal Challenge 6 – CNECT	16,53	4,82	1,57	11,71	2,01%
Societal Challenge 7					
Societal Challenge 7 – HOME	14,01	4,81	1,46	9,20	1,70%
Societal Challenge 7 – CNECT	27,62	9,48	2,88	18,14	3,36%
FP7 Cooperation – Security Research (legacy) – HOME	0,00	0,00	0,00	0,00	0,00%
Subtotal	156,65	45,85	14,28	110,81	19,06%
H2020 Spreading Excellence, Widening Participation and Science with and for Society					
SEWP - RTD	36,92	8,41	1,62	28,51	4,49%
SWAFS - RTD	18,94	4,32	0,83	14,63	2,30%
Subtotal	55,87	12,73	2,46	43,14	6,80%
FP7 Capacities – Research for the benefit of SMEs (legacy) – RTD	0,00	0,00	0,00	0,00	0,00%
Subtotal	0,00	0,00	0,00	0,00	0,00%
Provision of administrative and logistical support services					
Validation Services	95,36	10,73	3,27	84,63	11,60%
Experts management	74,06	10,57	3,21	63,49	9,01%
Subtotal	169,42	21,30	6,48	148,12	20,61%
Administrative Support					
Horizontal Activities	79,40	20,50	5,10	58,90	9,66%
Subtotal	79,40	20,50	5,10	58,90	9,66%
Total	822,00	192,00	42,00	630,00	100,00%

Staff financed by contributions from EFTA and/or third countries

Staff allocated to operational activities	37
Staff allocated to management and administration	0
Total	37

4.2.3. Delegated operational appropriations

Following the Internal Rules for the implementation of the 2020 General Budget, REA manages operational appropriations on the following budget lines. They do not only relate to grant management activities, but also include appropriations for experts.

Since 2016, REA uses a single budget line which simplifies the management of its activities for contracting and paying of expert evaluators, including for Horizon 2020 calls not delegated to REA⁹³, while the expert reviewers / monitors remain, as previously, charged to the various budget lines for the delegated programmes.

It should be noted that the figures in the table below come from the REA's Individual Budgetary Financial Statement used for the establishment of the Draft Budget 2020 and may vary due to the following elements:

- The Work Programme 2018-2020 (for 2020) may provide for delegation of selected calls / topics to REA different from what was planned at the time of establishing the Draft Budget 2020.
- The voted General Budget 2020 (including the amending letters, amendments adopted by the Budgetary Authority or the adoption of the results of the Trilogue)) may be different from the Draft Budget 2020.
- Transfers of appropriations between the different co-delegated entities can occur during the year

⁹³ Except for the Joint Undertakings (JUs), for which REA uses the relevant JU's budget line.




Budget lines		Commitment appropriations (€ million)			Payment appropriations (€ million)		
		EU Budget	EFTA/EEA	Total	EU Budget	EFTA/EEA	Total
H2020							
<i>Horizon 2020 – Excellent Science</i>							
09 04 01 01	Strengthening research in future and emerging technologies	349,22	8,31	357,53	145,18	3,46	148,63
15 03 01 01	Marie Skłodowska-Curie actions – generating, developing and transferring new skills, knowledge and innovation	1.023,76	24,37	1.048,13	859,55	20,46	880,00
	Subtotal Excellent Science	1.372,98	32,68	1.405,66	1.004,72	23,91	1.028,64
<i>Horizon 2020 – Industrial Leadership</i>							
02 04 02 01	Leadership in Space	146,71	3,49	150,20	112,33	2,67	115,00
<i>Horizon 2020 – Societal Challenges</i>							
05 09 03 01	Securing sufficient supplies of safe, healthy and high quality food and other bio-based products (Societal Challenge 2)	263,65	6,27	269,92	221,48	5,27	226,75
08 02 03 02	Securing sufficient supplies of safe, healthy and high quality food and other bio-based products (Societal Challenge 2)	236,17	5,62	241,79	157,00	3,74	160,74
08 02 03 06	Fostering inclusive, innovative and reflective European societies (Societal Challenge 6)	85,22	2,03	87,25	88,27	2,10	90,37
09 04 03 02	Fostering inclusive, innovative and reflective European societies (Societal Challenge 6)	47,80	1,14	48,93	39,15	0,93	40,09
09 04 03 03	Fostering secure European societies (Societal Challenge 7)	77,13	1,84	78,97	54,19	1,29	55,48
18 05 03 01	Fostering secure European societies (Societal Challenge 7)	152,10	3,62	155,72	122,09	2,91	125,00

Budget lines		Commitment appropriations (€ million)			Payment appropriations (€ million)		
		EU Budget	EFTA/EEA	Total	EU Budget	EFTA/EEA	Total
	Subtotal Societal Challenges	862,06	20,52	882,58	682,19	16,24	698,42
<i>Horizon 2020 – Specific Objectives</i>							
08 02 04	Spreading excellence and widening participation	117,24	2,79	120,03	105,06	2,50	107,56
08 02 06	Science with and for society	60,15	1,43	61,58	58,38	1,39	59,77
	Subtotal Specific Objectives	177,39	4,22	181,61	163,44	3,89	167,33
02 04 51	Completion of previous research framework programmes – 7 th Framework Programme (Cooperation – Space theme)	0	0	0	0	0	0
08 02 51	Completion of previous research framework programmes – 7 th Framework Programme (SME Actions)	0	0	0	0	0	0
15 03 51	Completion of previous research framework programmes – 7 th Framework Programme (People Programme)	0	0	0	4,88	0,12	5,00
18 05 51	Completion of previous research framework programme – 7 th Framework Programme (Cooperation – Security theme)	0	0	0	3,06	0,07	3,13
	Subtotal Completion of FP7	0	0	0	7,94	0,19	8,14
<i>Experts</i>							
08 02 05	Horizontal activities of Horizon 2020	45,00	0	45,00	45,00	0	45,00

Budget lines		Commitment appropriations (€ million)			Payment appropriations (€ million)		
		EU Budget	EFTA/EEA	Total	EU Budget	EFTA/EEA	Total
08 02 02 03	Expert reviewers for FP7-SME projects	0	0	0	0	0	0
Various	Expert evaluators of the Joint Undertakings	0	0	0	0	0	0
	Subtotal experts	45,00	-	45,00	45,00	-	45,00
Total of the operational budget managed by the Executive Agency:		2.604,14	60,91	2.665,05	2.015,62	46,90	2.062,53

ANNEX 1: SCOREBOARDS OF THE POLICY FEEDBACK PLANS AGREED WITH THE RELEVANT PARENT DGs

Marie Skłodowska-Curie actions (MSCA)

Policy Feedback Plan 2020 - scoreboard				
REA A1-A4 units Marie Skłodowska-Curie Actions (MSCA)			 on track  delayed/to be improved  not achievable	
Code	Action	Indicator + target	Status	Comments
SUPP02	Promoting and monitoring Open Science and long term sustainability of data	all grants except for NIGHT		
SUPP04	Joint projects recommendations	Report from the common MSCA cluster (all actions involved except for NIGHT)		
SUPP08	Supporting participation to corporate support services	all grants except for NIGHT		
ORG 01	Single/Multiple Point(s) of Contact for policy - dedicated person(s) in unit responsible for Policy Feedback	1 PO per unit		
ORG 04	Meetings REA-EC	upon demand		
ORG 05	Thematic cluster encounters with parent/policy DGs	upon demand		
ORG 09	Project officers briefed on policy context	1-2 times/year		
ORG 10	Parent DGs to facilitate interactions at institutional level	5 policy officers		
ORG 12	Joint REA - parent DGs activities	4 team buildings		
ORG 13	REA inter-Unit collaboration	According to the needs		
ORG 15	Interactions with NCPs	1 meeting		

Code	Action	Indicator + target	Status	Comments
IT 03	Use of in-house tools	1-2 super users per unit		
PLD01	Involvement in drafting of Work Programme	HE Work Programme		
PLD02	Drafting of FAQs	H2020 FAQs		
PLD03	Participation/Organisation of Info Days	all units		
PLD04	Involvement in preparation of policy reports	According to the type of report		
PLD05	Participation in policy-related thematic events organised by the European institutions	According to the type of event		
PLD07	Feedback to parent DGs on the WP implementation	HE MSCA Work Programme		
EVL01	Expert briefing: presentation of policy context by the EC	Experts briefing for all actions		
EVL02	Drafting of evaluation guidelines for experts	all actions		
EVL03	Panel/consensus meeting: the EC acting as observer	Panel meetings for all actions		
EVL04	Evaluation results and conclusion/remarks presented to the EC	all actions		
EVL05	Reporting to Programme Committee and/or Advisory Groups	All PC/AG meetings to be attended by the REA representative(s)		
GAP01	Cross-cutting issues in the Grant Preparation Report	ITN, IF, RISE		

Code	Action	Indicator + target	Status	Comments
PRM01	Coordinators Day linked to specific programme	ITN, RISE, COFUND and NIGHT		
PRM03	Thematic cluster events linked to policy	2 clustering events common for all MSCA		
PRM04	Innovation Radar	all actions involved except for NIGHT		
PRM05	Monitoring of participation in Common Dissemination and Exploitation Booster	all actions involved except for NIGHT		
PRM07	Input from projects for EC communication/dissemination	all actions		
PRM08	Project portfolio analysis for clustering	all actions involved except for NIGHT		
PRM12	Collecting and giving feedback about researchers' needs and satisfaction	all actions involved except for NIGHT		
PPA01	Follow-up on success stories	REA sends the success story update to DG EAC 2-times/year, feedback from DG EAC 2-times/year		




Fostering Novel Ideas: FET-Open

Policy Feedback Plan 2020 - scoreboard				
REA.A5 unit - Fostering Novel Ideas: FET-Open <div style="float: right; text-align: right;"> ✔ on track ! delayed/to be improved ✘ not achievable </div>				
Code	Action	Indicator + target	Status	Comments
SUPP01	Encouraging projects to have an interface with policy DGs			
SUPP02	Promoting and monitoring Open Science and long term sustainability of data			
SUPP06	Involving specialised monitors to support projects on D&E			
SUPP07	Involving specialised monitors to support projects on scientific outreach			
SUPP08	Supporting participation to corporate support services			
ORG01	Single/Multiple Point(s) of Contact for policy - dedicated person(s) in REA unit responsible for Policy Feedback			
ORG02	Shared folders/common IT platform with project-related information			
ORG03	Shared calendars with key events			
ORG04	Meetings REA-EC			
ORG05	Thematic cluster encounters with parent/policy DGs			
ORG07	Feedback from parent DGs on feedback provided			
ORG08	Coordination meetings PO2PO			

Code	Action	Indicator + target	Status	Comments
ORG09	Project officers briefed on policy context			
ORG11	Appointment of programme knowledge manager(s) in each REA unit			
ORG12	Joint REA - parent DGs activities			
ORG15	Interactions with NCPs			
ORG16	Revision of POs job responsibilities			
COM01	Informal REA-EC activities and discussions			
COM02	REA-EC Communication activities			
IT01	IT flagging for PF			
IT02	Use of relevant corporate tools			
IT03	Use of in-house tools			
PLD01	Involvement in the drafting of Work Programme			
PLD02	Drafting of FAQs			
PLD03	Participation/Organisation of Info Days			
PLD04	Involvement in preparation of policy reports			
PLD05	Participation in policy-related thematic events organised by the European institutions			

Code	Action	Indicator + target	Status	Comments
PLD06	Updates provided to POs on the state-of-the-art of science and technology			
PLD07	Feedback to parent DGs on Work Programme implementation			
EVL01	Expert briefing: presentation of policy context by the EC			
EVL02	Drafting of evaluation guidelines for experts			
EVL04	Evaluation results and conclusion/remarks presented to EC			
EVL05	Reporting to Programme Committee and/or Advisory Groups			
GAP01	Cross-Cutting Issues in the Grant Preparation Report			
PRM04	Innovation Radar			
PRM07	Input from projects for EC communication/dissemination			
PRM08	Project portfolio analysis for clustering			
PRM09	Participation in events /meetings with stakeholders			
PRM12	Collecting and giving feedback about researchers' needs and satisfaction			
PPA01	Follow-up on success stories			

Space Research

Policy Feedback Plan 2020 - scoreboard				
<p>REA.B1 unit - Space Research</p> <p style="text-align: right;">  on track  delayed/to be improved  not achievable </p>				
Code	Action	Indicator + target	Status	Comments
COM 02	REA-EC Communication activities: regular REA.B1 activities on success stories and contributions for events and publications, to be done according to opportunities; on DG GROW's side: take the lead, ensure take-up and follow-up	Regular Target: improved cooperation REA.B1 - GROW.I1 on communication issues Indicator: responsible parent DG GROW (or successor DG) appearing in media, not DG RTD		
EVL02	Drafting of evaluation guidelines for experts incl policy guidance aspects; contribution to guidelines for Security Scrutiny experts (to be produced by DG GROW)	Regular Indicator: satisfaction and positive feedback of experts and independent observer, better understanding of expectations Target: efficient and effective evaluation process		
EVL04	Evaluation results and conclusion/remarks presented to DG GROW; also presentation of new projects to DG GROW staff after GAP with assessment of the PO on the overall portfolio	Regular Target: Commission following the REA proposal for ML and RL (possible addition of extra ML projects with extra budget); awareness of other observations and conclusions Indicator: Commission satisfaction with the approach, providing sufficient basis for taking funding decisions		
EVL05	Reporting to Programme Committee and/or Advisory Groups: evaluation outcome and statistics, new portfolio, other topics as requested by DG GROW	Regular Target: delivery of presentations every time this is requested and availability to answer questions of the PC members; or observing participation Indicator: satisfaction of PC members and DG GROW		
GAP02	Risk-analysis for operational implementation possibly affecting policy implementation: during evaluation, GAP, project monitoring, draft WP feedback, etc	Ocasional /regular (systematically) as required; Target: identify and anticipate problems before decisions are taken, more effective and efficient policy implementation; Indicator: take-up by DG GROW		
ORG 03	Shared calendar with key events: is available	Regular updates by REA.B1 Target: Accessibility, regular updates from both sides Indicator: Regular updates/ use		
ORG 05	Thematic cluster encounters with parent/policy DGs: to be done on regular basis especially for the most policy related projects/areas (Copernicus service evolution, Downstream services, Datawarehouse, Critical Space technologies, SRCs, Access to space, SST, GovSatCom, etc..)	Ocasional/regular based on need and impact potential; Target: Information on project output, identification of action items; Indicator: take-up by DGs		
ORG 15	Interactions with NCPs: REA.B1 participation in NCP Day in autumn, on annual basis	Regular: Target: pass relevant messages for applicants to the NCPs who will reinforce them; receive FAQs for clarification; Indicator: improved understanding and quality of proposals; level of satisfaction on all sides		

Code	Action	Indicator + target	Status	Comments
PLD01	Involvement in the drafting of Work Programme: ready to provide feedback on DG GROW's draft WP, based on implementation experience and common sense, up to drafting new text	Regular Indicator: Actual take-up of suggestions (however this is subject to compromising at the PC). Target: make use of REA's deep and hands-on knowledge of the ongoing grants and their context, particularly when there is a political relevance		
PLD02	Drafting of FAQs: to be done as questions come in from applicants	Occasional Target: transparency and equal treatment of applicants and proposals, Indicator: Publication on evaluation website and participants portal		
PLD03	Participation/Organisation of Info Days: REA.B1 does not organise itself (often NCPs) but participates on invitation	Regular Target: Delivery of a presentation, complementary to the Commission or covering both parts; Indicator: satisfaction of the participants and DG GROW		
PLD04	Involvement in preparation of policy reports: to be done on demand (e.g. contribution to the SRIA, preparation of AI for HE)	Occasional Target: to assist DG GROW with additional staff and facility resources Indicator: satisfaction of DG GROW		
PLD05	Participation in policy-related thematic events organised by the European institutions: to be done on demand	Occasional Target: to assist DG GROW with specialist knowledge as needed Indicator: satisfaction of DG GROW		
PLD07	Feedback to parent DGs on Work Programme implementation: via call reports, coordination meetings at Directors' level, contributions to mid-term and annual activity reports etc.; to the PC every December in a presentation	Regular Target: general information and awareness on what comes out of the invested EU funding Indicator: Take-up by the DG GROW, response of PC delegations		
PPA01	Follow-up on success stories: to be produced with REA Comm team as available and needed, for multiple use incl. on demand-contributions to events (Schuman day, EP etc), so far mostly with RTD; involvement DG GROW to be strengthened	Regular Target: providing regular and positive media communication contributions from the H2020 Space programme, ideally via DG GROW, Indicator: material ready for publication, published articles, TV programmes, appearances at events.		
PPA03	Post- project policy events: to be done as needed or in function of opportunities	Occasional Target: have DG GROW POs participate where useful input for their work can be obtained Indicator: satisfaction of DG GROW POs with the input		
PPA04	Follow-up on exploitation: to be done according to instruction using DG RTD instruments	Regular Target: to comply with the need to participate in this innovation policy initiative; to promote uptake and use of space-related data and services in order to maximise the societal and economic potential; Indicator: roll-out of the activity to all meaningful topics and projects of the Space programme; impact on projects		

Code	Action	Indicator + target	Status	Comments
PRM03	Thematic cluster events linked to policy: to be done as needed or in function of opportunities	Occasional/regular Target: to align the developments of the cluster with the SRIA context and to obtain stakeholders feedback on the planning of activities. Indicator: response of the community, delivery of a well-aligned roadmap, its take-up by the Commission		
PRM04	Innovation Radar: to be done in continuation of previous activities, mainly in EO downstream sector	Occasionally, regular only in specific areas Target: to identify projects with innovation potential, to comply with the RTD policy in this domain Indicator: screening of the pre-identified set of projects		
PRM05	Monitoring of participation in Common Dissemination and Exploitation Booster: to be done in continuation of previous activities, mainly in EO downstream sector	Occasionally in in specific areas , but mostly N/A in EU Space research Target: help new coordinators who are unfamiliar with research deal with the expectation Indicator: smooth project management		
PRM06	Aligning of ongoing projects to policy needs/changes: to be done as appropriate, mainly Copernicus service evolution projects, CHE, SST, SRCs, possibly GovSatCom	Regular Target: Meaningful project output that serves the policy objectives, correct implementation of a project Indicator: increasing confidence that a project is well on track and will deliver according to expectations important contributions towards HE, the future Space Programme etc.		
PRM07	Input from projects for DG GROW communication / dissemination: to be done in function of opportunities, REA.B1 works with REA Comm sector which liaises with DG GROW (Contact Julien Turpin), alternatively take-up by DG RTD	Regular Target: publication of success stories, promote EU research, promote specific research results, positive media or stakeholder reactions Indicator: take-up preferably by DG GROW communication		
PRM08	Project portfolio analysis (for clustering): According to the cycle schedules (various steps), portfolio analysis to contribute to the European Space Technology Harmonisation work and the work of the EC-ESA-EDA JTF for non-dependence in critical space technologies (multiple exploitation)	Regular Target: Comprehensive, detailed and correct analysis of data and results from H2020 and FP7 projects, based on project consultation, tailored contribution presented in correct format for take-up, show impact of the EU investment Indicator: Satisfaction of DG GROW, full and correct take-up in the documentation by ESA or JTF, positive feedback of other stakeholders		
PRM09	Participation in events / meetings with stakeholders: Participation of REA.B1 POs to the SPEG meetings in support of DG GROW, review of documents prior to the meetings; together with DG GROW participation in the foreseen meetings of 2 cycles of Harmo mapping and roadmapping as well as the JTF work	Regular Target: Support of DG GROW, Indicator: Satisfaction of DG GROW, positive response from stakeholders about usefulness of contribution		
SUPP04	Joint projects recommendations: to be done occasionally when needed by DG GROW (e.g. white papers for the Copernicus service evolution)	Occasional Target: common findings of cluster projects Indicator: take-up by DG GROW for policy making		
SUPP05	Policy relevant information from projects: Policy Rounds, Policy Papers or Policy Briefs: to be done occasionally when needed by DG GROW (e.g. white papers for the Copernicus service evolution)	Occasional Target: to answer a pending question of DG GROW, Indicator: take-up by DG GROW for policy making		
SUPP09	Promoting professional approach for CDE at project level: to be done especially for the EO (downstream projects) with dedicated business experts	Occasional Target: sustainable market take-up Indicator: commercial success		

Sustainable Resources for Food Security and Growth

Policy Feedback Plan 2020 - scoreboard				
REA.B2 unit - Sustainable Resources for Food Security and Growth <div style="float: right;"> ✔ on track ⚠ delayed/to be improved ✘ not achievable </div>				
Code	Action	Indicator + target	Status	Comments
SUPP02	Promoting and monitoring Open Science and long term sustainability of data	Actions to increase awareness pro-actively is taken whenever needed (i.e. trainings for POs, Info Day, Coo Day, project meetings). The level of project compliance with the open access obligation is monitored (i.e. via deliverables, project periodic reporting)		
SUPP08	Supporting participation to corporate support services	Coordinators of REA.B2 projects are informed timely about support services Monitoring of projects' participation in support services Information is exchanged between REA and parent DGs about project participation in support services		
ORG 01	Single/Multiple Point(s) of Contact for policy - dedicated person(s) in REA unit responsible for Policy Feedback	REA and Parent DGs have clearly defined contact persons and inform timely about any change Coordination, monitoring of PF plan implementation and other PF works in the unit and reporting (PF Coordinator) Replies to ad hoc queries from Agile Network or from parent/other policy DGs are coordinated The unit is represented in PF-related working groups and meetings (REA internal, external)		
ORG 02	Shared folders/common IT platform with project related information	Project Info Table on SharePoint updated once a month		
ORG 03	Shared calendars with key events	REA.B2 calendar updated regularly Parent DGs share twice a year unit, directorate and DG calendars with key events		

Code	Action	Indicator + target	Status	Comments
ORG 04	Meetings REA-EC.	Coordination meetings at management level (Target: 2 meetings at Director level and 2 meetings at HoU level) REA B2 Unit meetings with participation of Parent DGs (Target: 1 with DG AGRI and 1 DG RTD) SC2 CDE WG meetings (Target: 2 meetings, ad hoc meetings held when necessary)		
ORG 06	Clear policy targets from parent DGs	Parent DGs regularly update REA on policy needs CDE action plan updated (Target: Bi-annually)		
ORG 07	Feedback from parent DGs on feedback provided	Feedback collected twice a year and discussed with parent DGs 'Good' satisfaction level on all sides (parent DGs, REA, other participants)		
ORG 08	Coordination meetings PO2PO. Interactions and meetings between Policy and Project Officers.	PO2PO meetings and actions taken whenever needed and /or requested (mutual cooperation)		
PLD01	Involvement in the drafting of Work Programme	Parent DGs consult REA during preparation and in parallel to ISC REA shares its contribution timely with parent DGs		
PLD03	Participation/Organisation of Info Days	A yearly Info Day is organised by REA in collaboration with parent DGs Number of participants (physical attendance)		
PLD05	Participation in policy related thematic events organised by the European institutions	REA.B2 staff participation to events and contribution where appropriate		
EVL01	Experts briefing: presentation of policy aspects by the EC	Policy officer invited to participate / contribute to briefings		
EVL03	Panel/consensus meeting: EC acting as observer	Policy officer invited to attend the panel review meeting(s) (central evaluation) as observer		
EVL04	Evaluation results and conclusion/remarks presented to EC	Evaluation results presented by REA.B2 to parent DGs within the formal approval procedure		
EVL05	Reporting to Programme Committee and/or Advisory Groups	REA.B2 presents the evaluation results to PC		
GAP01	Cross-Cutting Issues in the Grant Preparation Report	Consistency check made by REA.B2 PO during the GAP		




Code	Action	Indicator + target	Status	Comments
PRM01	Coordinators' Day linked to SC2	Number of projects in the meeting (Target: 80 %) Number of policy officers from parent DGs and other services participating in the cluster sessions		
PRM02	Kick off/review meeting with Policy Officers attending	Policy Officers informed in due time about kick off meetings Policy Officers informed in due time about review meetings and possibility of organising a dedicated policy session		
PRM03	Thematic cluster events linked to policy	Number, nature and details of meetings are defined bi-annually (during CDE WG meetings) Meetings are held as scheduled		
PRM04	Innovation Radar	Number of projects assessed by independent experts		
PRM08	Project portfolio analysis for clustering	Parent DGs update clusters where appropriate, in consultation with REA REA provides project-level input on agreed 'priority' clusters		
PRM09	Participation in events /meetings with stakeholders	REA staff participates in key relevant events with stakeholders, coordinating with policy officers where appropriate		
PRM11	Overarching monitors (analysing multiple projects in the same field)	Number of projects/ number of clusters assessed by overarching monitors Number of "synthesis" report		
COM02	REA-EC Communication activities	Number of communication activities implemented in line with targets defined in the SC2 CDE WG Number of projects or speakers identified on request for events		

Inclusive, Innovative and Reflective Societies

Policy Feedback Plan 2020 - scoreboard				
REA.B3 unit - Inclusive, Innovative and Reflective Societies <div style="float: right; text-align: right;"> ✔ on track ! delayed/to be improved ✘ not achievable </div>				
Code	Action	Indicator + target	Status	Comments
ORG 01	Single/Multiple Point of Contact for policy - dedicated person(s) in unit responsible for Policy Feedback	Appoint Single Points of Contact in REA for each Policy Thematic of Parent DGs Parent DGs to address global requests linked to a thematic to that SPOC and ensure HoS is / are in copy of such requests Coordinating replies to ad hoc queries from Agile Network or from outside "Yes / No" assessment by REA on basis of tasks involved		
ORG 03	Shared calendars with key events	1. Jointly define process (e.g. definition of keywords and topics, use of SharePoint, frequencies of updates, and tagging) 2. Communication of common process 3. Implementation "Yes / No" assessment by REA on basis of tasks involved confirmed by partner DG		
ORG 04	Meetings REA-EC (e.g. PO2PO, WG)	This point refers to meetings between a REA staff and a representative from a Parent DG. They could include PO2PO, WG, cluster meetings, review meetings, Info days, NCP events, thematic events (policy related or not organized by the EC or not), and with other stakeholders. Minimum 20 meetings per year altogether involving partner DG (RTD and CNECT) and REA, of which: - 1 meeting per year organised at director level - 3 meetings per year organised at HoU level		
ORG 05	Organisation of Project Cluster meetings	Organisation of thematic events Targeting pressing topics of strategic importance and involving groups of projects Networking & knowledge sharing of projects and exploitation of synergies Minimum 2 project cluster meetings per year		
ORG 10	List of Policy Officers/ Project Officers and Area of responsibility	Regular update of list of projects with corresponding responsible at REA and parent DG "Yes / No" assessment by REA on basis of tasks involved		
PRM08	Project portfolio analysis for clustering	Identification of links and possible synergies; Identification of a leading PO for a specific cluster "Yes / No" assessment by REA on basis of tasks involved		

Code	Action	Indicator + target	Status	Comments
PRM11	Overarching monitors (analysing multiple projects in the same field)	Agree on which projects / clusters require overarching monitor Preparation of a policy synthesis report for parent Unit Minimum use of overarching monitors on 4 occasions per year <i>Note: overarching defined when same monitor used across different projects</i>		
EVL01	Contribution of EC to Expert briefing on Policy issues	High quality of expert briefings (aim: increase quality of evaluation on policy) Drafting of guidance documents on policy Presentation of policy aspects "Yes / No" assessment by REA on basis of tasks involved confirmed by partner DG		
EVL03	Panel meetings: EC Policy Officers invited as observer	Policy Officers can be invited to participate in the central evaluation, as observers. "Yes / No" assessment by REA on basis of tasks involved confirmed by partner DG		
EVL04	Evaluation results and SWOT analysis presented to the EC parent Unit	Following completion of the evaluation process, the REA Call Coordination team shares the outcomes with the parent DGs who assesses them and takes them into account for the improvement of the next call and evaluation. "Yes / No" assessment by REA on basis of tasks involved confirmed by partner DG		
PLD01	Contribution of agency to definition of Work Programme	Request for comments by EC. "Yes / No" assessment by REA on basis of tasks involved confirmed by partner DG		
PLD04	Involvement in preparation of policy reports (P4P)	Active participation in P4P actions et al.; Collecting relevant information; Higher visibility of SC 6 results. "Yes / No" assessment by REA on basis of tasks involved		
SUPP01	Encouraging projects to target policy actors in the EC, MS, Regional level.	1. Presentation/brief by coordinators at policy meetings, 2. Increase up-take of outcome by policy makers. <i>X. REA to regularly instruct projects from KOM onwards that REA and Parent DGs are informed of their contacts with the EC.</i> "Yes / No" assessment by REA on basis of tasks involved		
SUPP03	Encouraging network between projects	Objective: interlinkages between projects. Minimum 1 event per year (e.g. ICT, migration for 2019). "Yes / No" assessment by REA on basis of tasks involved		
SUPP05	Policy Briefs, Policy Roundtables, Policy Webinars from Project, invitation to Stakeholders meetings	1. Integration during GAP after discussion with Policy Officer in Parent DG 2. Discussion and exploitation on Pressing topics of strategic importance for parent Unit/EC. 3. Participation of EC staff and where needed a broad set of stakeholders: citizens, vendors (e.g. start-ups), service providers (e.g. public administrations), national/regional policy makers. <i>target:</i> 1. Minimum 70% of projects have Policy Brief as deliverable 2. Minimum 8 Policy Roundtables or Webinars per year		



Safeguarding Secure Society

Policy Feedback Plan 2020 - scoreboard				
REA.B4 unit - Safeguarding Secure Society <div style="float: right; text-align: right;">  on track  delayed/to be improved  not achievable </div>				
Code	Action	Indicator + target	Status	Comments
ORG15	Co-organisation of the Information Days for the Security Call 2020	Interaction with NCPs, REA B4 sometimes delegated to go to national info days on behalf of parent DG and vice-versa with appropriate briefing, REA Call Co presentations at the NCP Info Day in Brussels		
PLD02	Co-organisation of the Information Days for the Security Call 2020	Drafting of FAQs		
PLD03	Co-organisation of the Information Days for the Security Call 2020	Coordination of the Information Day presentations REA-DG HOME-DG CNECT; parent DG in charge of policy aspects and REA in charge of implementation aspects		
EVL01 - A	Collaboration on the choice of expert evaluators for the Call 2020	1. Receive suggestions of evaluators from parent DGs 2. Identify PO REA and counterparts in parent DGs for each topic 3. Seek approval of experts' list by parent DGs		
EVL01 - B	Participation of the parent DGs in the central evaluation exercise run by REA in Brussels and expert briefings	Expert briefings: parent DGs invited to present policy background and priorities of the WP to the experts		
EVL02	Participation of the parent DGs in the central evaluation exercise run by REA in Brussels and expert briefings	Guidance materials addressing policy aspects of the WP to ensure those aspects are properly considered by evaluators		
EVL03	Participation of the parent DGs in the central evaluation exercise run by REA in Brussels and expert briefings	1. Invite parent DGs to the evaluations (consensus meetings, panel discussions, etc.) 2. Grant access to SEP tool to our parent DGs		
EVL05	Regular reporting to the Programme Committee	1. General reporting at PC 2. Specific reporting at PC regarding evaluation results 3. Co-decision/co-organisation with parent DGs regarding the projects (& results) to be presented at PC 4. REA contribution to the agenda		

Code	Action	Indicator + target	Status	Comments
PLD05	Facilitation of the participation of REA staff and managed projects to events organised by the parent DGs	Parent DGs regularly seek participation of REA staff and/or projects to their events		Linked to PRM09 (Participation in events /meetings with stakeholders)
SUPP05	White Paper with policy recommendations	During the lifetime of projects, REA POs suggest to the most relevant projects to draft (joint) white papers including key conclusions or even policy recommendations		
PRM02	Project reviews and workshops	Counterpart DG POs from relevant topics to be invited to project Review Meetings		
ORG03	Project reviews and workshops	Include all Review Meetings and projects' demos in a shared calendar		
ORG05	Regular meetings by thematic areas (FCT, DRS, BES, DS, CIP/INFRA)	<ol style="list-style-type: none"> 1. Define the REA Thematic Contact Points (TA CP) and their counterpart in the parent DGs 2. Meetings by thematic areas to be set every 2 months 3. Draft minutes of the meetings and share them with the parent DG 		
ORG09	Regular meetings by thematic areas (FCT, DRS, BES, DS, CIP/INFRA)	<ol style="list-style-type: none"> 1. Parent DGs to feed REA with their needs/latest policy developments and updates 2. Informal ad-hoc discussions PO/PO as relevant 		Linked to ORG08 (Coordination meetings PO2PO)
ORG04	Regular and ad hoc bilateral meetings to update and fine tune policy feedback actions at HoS and HoU/dHoU level	<ol style="list-style-type: none"> 1. Coordination meetings REA-DG CNECT to be set every 2 months to update and fine tune policy feedback actions 2. Coordination meetings REA-DG HOME to be set every quarter to update and fine tune policy feedback actions 		




Code	Action	Indicator + target	Status	Comments
COM03	Regular and ad hoc bilateral meetings to update and fine tune policy feedback actions at HoS and HoU/dHoU level	Unit PF plan, actions and implementation discussed and promoted during the meetings		
ORG02	Use of common dissemination channels	REA B4 to set up a common platform/Sharepoint space to share PF relevant documents such as white papers, success stories and mission reports		
ORG17	Use of common dissemination channels	Develop a 'reporting tool' with full project information relevant for COM and policy feedback, accessible to both parent DGs		Linked to PRM07 (Input from projects for EC communication/dissemination) for ex. for success stories and to ORG02 (Use of common dissemination channels)
PLD01	Involvement in the preparation of the Horizon Europe Work Programme	REA to be involved in the preparation of the Work Programme		
SUPP01	Organisation of a yearly newly launched project event	A Kick-Off Meeting for new projects (Call 2018) will be organised the last week of January 2020, REA-led with both parent DG representation. Other relevant Policy units to be invited.		Linked to ORG10 (Facilitation of contact from relevant policy DG)

Spreading Excellence, Widening Participation

Policy Feedback Plan 2020 - scoreboard				
REA.B5 unit - Spreading Excellence and, Widening Participation <div style="float: right; text-align: right;">  on track  delayed/to be improved  not achievable </div>				
Code	Action	Indicator + target	Status	Comments
SUPP01	Encouraging projects to have an interface with policy DGs	Attendance of policy officers at events - continuous Policy uptake in project related presentations/ discussions - continuous		
SUPP04	Supporting networking among projects	Twinning policy report - indirect impact for beneficiaries ERA Chairs survey - indirect impact for beneficiaries		
ORG 01	Single/Multiple Point of Contact for policy - dedicated person(s) in unit responsible for Policy Feedback	Organisation and Coordination of PF work in the Unit (e.g.PO2PO collaboration, policy feedback reports, invitation to policy meetings etc.), PFTF contribution		
ORG 02	Shared folders/common IT platform with project-related information	Use of subfolders (updating project related information, including the reports, policy events, fact sheets, WP/ FAQ, success stories)		
ORG 03	Shared calendars with key events	Update of all relevant information: Calendar linked to projects Update of all relevant information: Events/ Policy Info.		
ORG 04	Meetings REA-EC	Ad-hoc meetings to discuss preparation for PO2PO meetings, for Coordinators briefings, NCP events preparations, discussions on PF plans etc.		
ORG 07	Feedback from parent DGs on feedback provided	DG RTD to inform REA B5 on the extent to which the PF was reflected in the implementation of their activities		
ORG08	Coordination meetings/ PO2PO	Exchange of key information on key PF activities - continuous/ Exchange information on evaluations, experts, monitoring of projects, WP etc. - 1/2 per year		
ORG 11	Appointment of programme knowledge amanager(s) in each REA unit	Work on project portfolio analysis performed by dedicated Project Officer		
ORG 15	Interactions with NCPs	Number of events, participation of REA B5		
COM 02	REA-EC Communication activities	Production of communication material related to projects		
IT 02	use of relevant corporate tools	Continous use: Agile Network / Using ARCGIS tool for Programme Committee slides Using ARCGIS tool for mapping the flows (ERA Chairs) Clustering (project portfolio analysis) activities using IRIS tool / Use of Dashbaord tool for various presentations		

Code	Action	Indicator + target	Status	Comments
IT 03	Use of in-house tools	Using Twitter tool for impact analysis - continuous		
PLD01	Involvement in the drafting of Work Programme	Provided input on draft WP when consulted by parent DG		
PLD02	Contribution to Drafting of technical FAQs	Discussion during meetings with partner DGs Contribution with documents/ information towards partner DG RTD G1 Use of shared folder		
PLD03	Participation/Organisation of Info Days	Collaborative activity of RTD and REA. If one takes the lead, the other has active participation.		
PLD04	Involvement in preparation of policy reports	Quality reports addressing critical questions in terms of ERA Chairs Quality reports addressing critical questions in terms of Twinning Quality reports addressing critical questions in terms of Teaming		
PLD07	Feedback to parent DGs on the Work Programme implementation	Preparation of info packages (summary points from debriefings, panel reports etc.). Production of country fact sheets Preparation of internal policy briefs (country based information packages for visits of Commissioners and Director General of DG RTD).		
EVL01	Expert briefing: presentation of policy aspects by the EC	Quality of slides Quality of recording easily accessible to experts		
EVL02	Drafting of Guidance documents for experts and/or applicants	Improved briefing material (guides, checklists, slides)		
EVL03	Panel/ consensus meeting: the EC acting as observer	Invitation to panel meetings		
EVL04	Evaluation results and conclusion/remarks presented to the EC	Production of the panel report/ slides		
EVL05	Preparation to Programme Committee and/or Advisory Groups	Programme Committee Slides		
GAP01	Cross-cutting issues in the Grant Preparation Report	Some markers are predefined by EC and others are flagged by Pos		
PRM01	Coordinators Day linked to specific programme	All coordinators from Teaming-1, ERA Chairs and Twinning Actions are invited to Brussels for a 1-day Coordinators Day		
PRM02	Kick off/review meeting with policy officers attending	Policy Officers regularly invited		
PRM03	Thematic cluster events linked to policy	Thematic Events events are organised by DG RTD in collaboration with REA B5 (Widening days: for Twinning, Teaming Actions, thematic and policy events if applicable)		

Code	Action	Indicator + target	Status	Comments
PRM07	Input from projects for EC communication/dissemination	Selection of projects/ success stories (number); Preparation of material for publication; Analysis of exploitable results REA B5 input for Twitter analysis		
PRM08	Project portfolio analysis for clustering	Further analysis of project portfolios in order to identify a meaningful structure of clusters; to identify the emerging themes/ scientific hubs evolving from Widening projects.		

Policy Feedback Plan 2020 - scoreboard				
REA.B5 unit -Science with and for Society <div style="float: right; text-align: right;">  on track  delayed/to be improved  not achievable </div>				
Code	Action	Indicator + target	Status	Comments
SUPP01	Encouraging projects to have an interface with policy DGs	Attendance of policy officers at events, reviews, KOs;		
SUPP03	Supporting networking among projects	Exchange of information & best practices notably during Cluster Events		
SUPP04	Joint projects recommendations	Cluster Event Policy Report from Cluster Event		
SUPP05	Policy-Relevant Information from projects like 'Policy Rounds', 'Policy Papers' and external 'Policy Briefs'	Depending on the specific topic/project, policy briefs are produced as project deliverables (in SyGMa)..		
ORG 01	Single/Multiple Point of Contact for policy - dedicated person(s) in unit responsible for Policy Feedback	Organisation and Coordination of PF work in the Unit (e.g.PO2PO collaboration, policy feedback reports, invitation to policy meetings etc.),		
ORG 02	Shared folders/common IT platform with project-related information	Latest documents available in subfolders		
ORG 03	Shared calendars with key events	Update of all relevant information in calendar		
ORG 04	Meetings REA-EC	PO2PO meetings		
ORG 05	Thematic cluster encounters with parent/ policy DGs	Cluster Event Policy Report from Cluster Event		
ORG07	Feedback from parent DGs on feedback provided	DG RTD to inform REA B5 on the extent to which the PF was reflected in the implementation of their activities		
ORG 08	Coordination meetings/ PO2PO	Exchange of information on key PF activities/ Exchange information (evaluations, experts, monitoring of projects, WP etc.)		
COM02	REA-EC Communication Activities	DG RTD is encouraged to keep REA updated on relevant policy matters (events, Horizon Europe updates etc.)		
IT02	Use of relevant corporate tools	Agile Network Clustering activities using IRIS tool/ Using ARCGIS tool for Programme Committee slides/Using Dashboard for various presentations		

Code	Action	Indicator + target	Status	Comments
IT03	Use of in-house tools	REA Twitter tool to assess impact of projects		
PLD01	Involvement in drafting of Work Programme	Provided input on draft WP when consulted by parent DG		
PLD02	Drafting of FAQs	In preparation for call opening FAQs are prepared jointly by RTD-REA		
PLD03	Participation/Organisation of Info Days/NCP Events	Collaborative activity of DG RTD and REA. RTD takes the lead, REA presents evaluation & project portfolio		
PLD04	Involvement in preparation of policy reports	Quality reports addressing critical questions in terms of SwafS themes		
EVL01	Expert briefing: presentation of policy context by EC	Quality of briefing / easily comprehended by experts		
EVL02	Drafting of Guidance documents for experts	High quality briefing material customised for each topic		
EVL03	Panel meeting: the EC acting as observer	Invitation to panel meetings		
EVL04	Evaluation results and conclusion/remarks presented to the EC	Production of the the Call Evaluation Report		
EVL05	Reporting to Programme Committee and/or Advisory Groups	REA invited to PC meetings to present evaluation results/cluster events		
GAP01	Cross-cutting issues in the Grant Preparation Report	Some markers are predefined by EC and others are flagged by Pos		
PRM02	Kick off/review meeting with policy officers attending	Policy Officers systematically invited		
PRM07	Input from projects for EC communication/dissemination	Selection of projects/ success stories (number); Preparation of material for publication; Analysis of exploitable results		