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**ANNEX**

*to the*

**Commission Decision**

**on approving the Annual Work Programme 2023 of the European Research Executive  
Agency**



Annex

# Annual Work Programme 2023

EUROPEAN RESEARCH EXECUTIVE AGENCY (REA)

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## **FOREWORD. Message from the Director**

After a period of transition and adaptation to REA's new mandate and responsibilities, and the turmoil of recent years in the wider context, the Agency and its staff are looking forward to a year of consolidation with a return to more routinely programme implementation in 2023.

**REA will continue to contribute to the achievement of all six Commission's political priorities** in 2023, a year that falls squarely within both the 2020-2024 Commission mandate and the 2021-2027 multiannual financial framework. The connections between the programmes implemented by the Agency, the objectives of its parent DGs, and the Commission's priorities for 2020-2024, are shown in Part 3, Figure 1.

The activities related to the participant management, expert management and the support services provided by REA to the Commission and to other executive agencies contribute to **making the Commission a more modern, better performing and more sustainable public administration.**

For the year ahead, a number of challenges and risks have been identified that could affect the Agency's operations.

**High inflation rates combined with an energy crisis could negatively affect programme implementation:** the Russian war of aggression against Ukraine and its impact on the economy will likely impact the budgets of projects which were planned to take place in a different economic context.

**Novelties introduced in programmes delegated to the Agency bring challenges** to the implementation of the tasks delegated to the Agency. REA will work with the Common Implementation Centre and the Common Policy Centre to ensure that implications for programme implementation are considered early on in the policy design process.

The Agency will step up its contribution to the Commission's policy development and monitoring by providing **high quality, timely and focused feedback to policy.** Further progress will result from more intense collaboration with Commission policy services through Joint Teams to set priorities setting and monitor the efficiency and effectiveness of the input from project results into policy.

**Generating significant efficiency gains over the period 2021-2027:** the number of staff allocated to agencies for 2021-2027 is based on targets for efficiency gains through economies of scale of up to 47%. In response, REA is implementing a programme of internal changes leading to greater efficiency. REA is also contributing actively to actions led by DGs involved in research and innovation that will streamline processes and IT tools for call and grant management. Delivering on this simplification agenda is paramount to the Agency's capacity to maintain its high standards of quality and performance.

REA faces these challenges with the confidence given by being able to count on highly dedicated staff, as evidenced by strong results in the latest staff survey. The new human resources strategy shared with the other Executive Agencies will help to maintain this high level of engagement and competence. I look forward to seeing REA continue fostering excellent research for future generations in the year ahead.

## PART 1. Mission Statement

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

REA is promoting its mission through the slogan "*Fostering excellent science for future generations*".

To pursue this mission, REA undertakes the following activities:

**Manage the selection of proposals to fund, conclude and implement grant agreements, and enable the take-up of project results – including for effective policymaking – for:**

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

**Implement the remaining stages of grant agreements concluded under predecessor programmes, and enable the take-up of project results – including for effective policymaking – for:**

- a. the **Horizon 2020** Research Framework Programme;
- b. information provision and promotion measures concerning agricultural products pre-2021;
- c. the Research Programme of the Research Fund for Coal and Steel pre-2021.

**Provide administrative and logistical support services:**

- a. **to EU bodies implementing Horizon Europe and other programmes.** These services include: planning and **support for the publication of calls** for proposals and contests for prizes; logistical support for evaluations, including **management of the evaluation facility; contracting and paying independent experts** who evaluate proposals.
- b. **as a single entry point for participants in grants, prizes and procurement activities for all EU direct management programmes** implemented through the Single Electronic Data Interchange Area (SEDIA). REA services for SEDIA include: **validation of legal entities**, including an **assessment of third-country control** over participants for specific programmes (Horizon Europe, Digital Europe, European Defence Industrial Development Programme and EU Defence Fund); **financial capacity assessment** of applicants; and the **Research Enquiry Service**, which answers questions on the validation process from participants for all programmes and general enquiries from citizens on EU research and innovation funding.

## PART 2. Key performance indicators

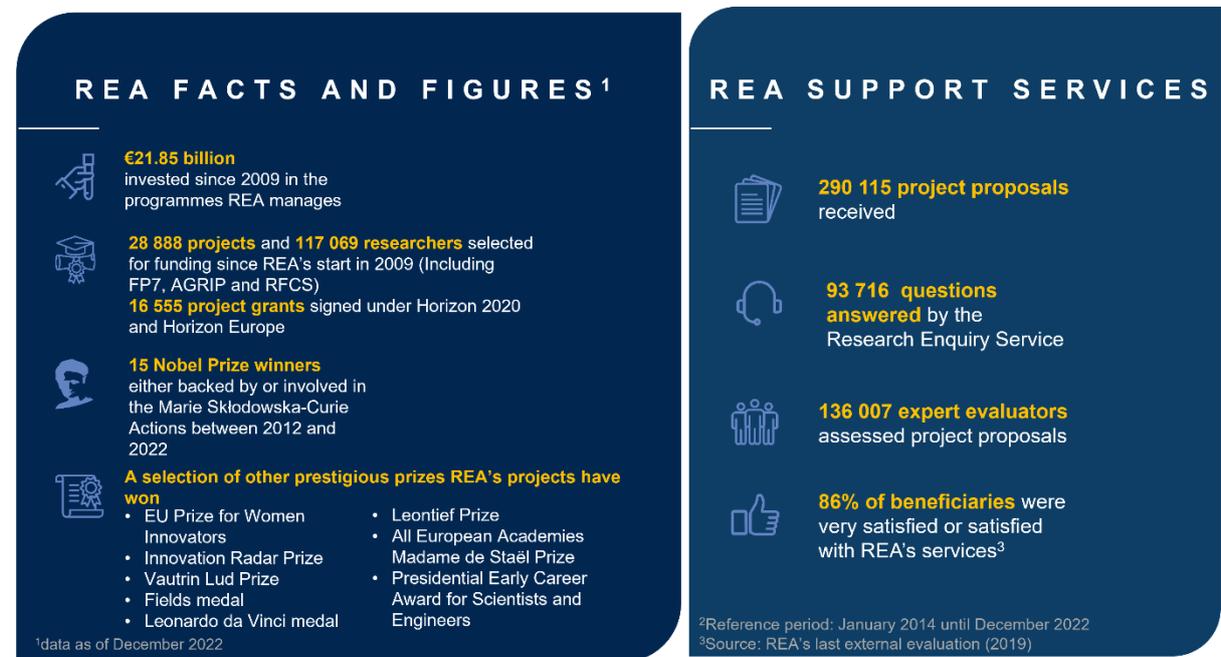
<b>Key Performance Indicator</b>	<b>Indicator</b>	<b>Target</b>
<i>KPI 1 – Full implementation of the operational budget</i>	<i>Percentage of execution of the 2023 operational budget (commitments and payments)</i>	<i>100% (at year end)</i>
<i>KPI 2 – Rapid conclusion of grant agreements ('Time-To-Grant')</i>	<i>Time-To-Grant (TTG): Time from call deadline to grant signature (% of projects signed within the deadline set by the legal basis)</i>	<i>100% grants signed within - 8 months for Horizon Europe - 9 months for RFCS and AGRIP</i>
<i>KPI 3 – High quality of the key procedures for scientific and grant management</i>	<i>Share of projects that achieved most of their objectives</i>	<i>90%</i>
	<i>Number of complaints on evaluation results upheld or partially upheld (evaluation review)</i>	<i>Maximum 0.5% of all proposals evaluated</i>
<i>KPI 4 – Legality/regularity of financial transactions</i>	<i>Estimated risk at payment and at closure</i>	<b>Horizon 2020:</b> <i>As close as possible to 2%</i> <b>Horizon Europe, AGRIP and RFCS:</b> <i>Below 2%.</i>
<i>KPI 5 – Providing efficient support services to the Research DGs and other client services</i>	<i>Time to validate</i>	<i>95% of validations performed within 90 days from "raise priority" date <sup>(1)</sup></i>
	<i>Aggregated efficiency indicator</i>	<i>To be defined ( <sup>(2)</sup>)</i>
	<i>Expert payment</i>	<i>100% of experts paid within 30 days</i>

<sup>(1)</sup> "Raise priority" is a signal in the Participant Data Management (PDM) database reflecting a validation request and triggering a request for supporting documents to the participant.

<sup>(2)</sup> No target defined at this point. The evolution of the indicator will be monitored in the course of 2023 so that an appropriate baseline and targets can be defined.

# PART 3. Delivering on the Commission's priorities: main outputs for 2023

Figure 1 - Overview of REA activities



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

- Commission Implementing Decision C(2022) 7550 of 16 December 2022 on the Horizon Europe Work Programme 2023-2024.
- Commission Implementing Decision C(2022) 9498 final of 16 December 2022 on the financing of information provision and promotion measures concerning agricultural products implemented in the internal market and in third countries and the adoption of the work programme for 2023.
- Commission Implementing Decision C(2023) 633 final of 27 January 2023 on the financing of the Research Programme of the Research Fund for Coal and Steel (RFCS) and the adoption of the work programme of 2023.

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

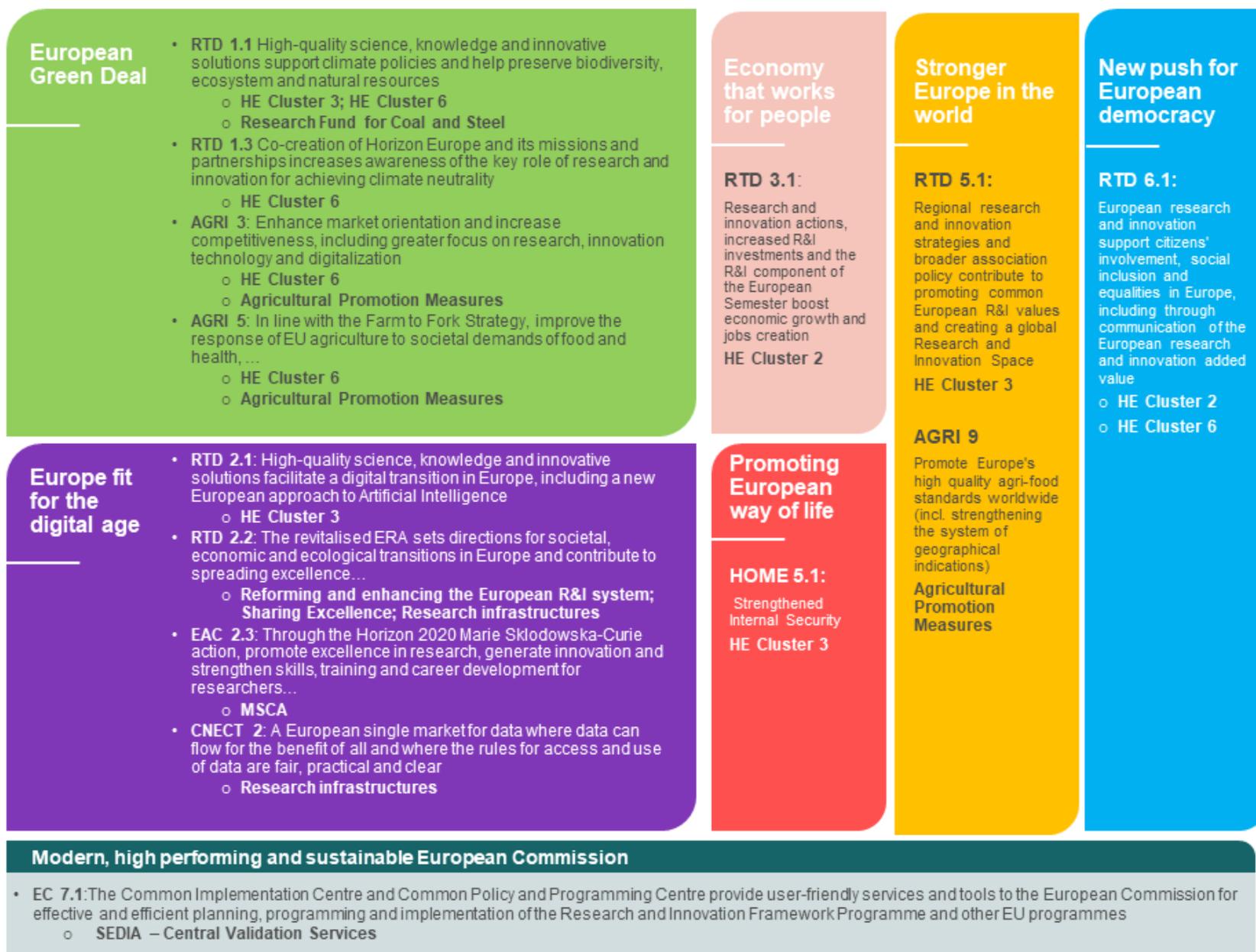
In 2023, REA will continue to contribute to the achievement of all six Commission's political priorities. The connections between the programmes implemented by the Agency, the objectives of its parent DGs, and the Commission's priorities for 2020-2024, are shown in Figure 2 below.

In addition, the parts of the REA portfolio that support multiple fields of research and innovation (i.e. 'bottom-up' programme parts such as the Marie Skłodowska-Curie Actions (MSCA), Research Infrastructures, and actions to widen participation in research programmes) make contributions to multiple political priorities and strategic objectives.

This part of the REA's annual work programme gives details about the planned outputs per programme and programme part managed by REA. For information on the purpose and actions of the programmes mentioned, please see the [REA website](#).

It also gives details of activities related to the **participant management** and the **expert management and support services** provided by REA to other EU institutions, agencies and bodies. REA's precise responsibilities are described in a set of dedicated rules and working modalities adopted through the Commission's business process governance.

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



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

### Information and Communication

The Agency develops its annual communication activities based on the general approach and objectives defined in REA's external communication strategy. In 2023, REA will continue its **digital outreach** activities via existing channels (website, Twitter, LinkedIn, programme newsletters) to ensure that funding opportunities for all delegated **programmes are promoted** to pertinent groups of stakeholders and to **attract experts** with relevant profiles for proposal evaluations and project monitoring. The Agency will work with Commission services on the organisation of Info Days for future applicants.

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

- Contributions to the Commission's communication activities on policy priorities such as the EU Missions, in particular the EU Mission "A soil deal for Europe".
- Key input to major policy events and outreach activities highlighting how **EU-funded projects contribute to improving people's lives**.

### Gender Equality Plans (GEPs)

Starting with Horizon Europe calls with deadlines in 2022, all research organisations, higher education establishments and public bodies from EU Member States and associated countries are required to have in place a GEP fulfilling a set of mandatory requirements to be eligible to participate in the programme. This requirement is checked by REA project officers during the grant agreement preparation.

DG RTD will carry out in early 2023 a pilot check on a selected sample of about 30 beneficiaries. Building on the outcome of this pilot, external experts will carry out compliance checks in the second half of 2023 to get corroborative evidence on the reliability of self-declared GEPs. An annual sample of about 300 organisations is envisaged at this stage.

REA will be responsible for contracting the independent monitoring experts who will carry out the checks on a sample of organisations involved in the projects it manages. The detailed methodology, and distribution across Horizon Europe 2023-2024 work programme parts, will be proposed in Q2 2023 by DG RTD.

## Supporting the Commission's policymaking

Ensuring that project results provide an evidence base for policymaking remains a priority for REA. **Feedback to policy** (F2P) activities focus on the Agency's portfolio as a whole and its contribution to the main Commission priorities, including the **EU Missions**.

REA will also continue to implement the **F2P collaborative framework**, put in place to maximise the impact of EU-funded projects on policymaking. Together with policy DGs, REA will further develop the two-way process built on sound F2P plans linked to top policy priorities and on the collaboration between the policymaking and the programme implementation services through Joint Teams. In addition, REA will implement a dedicated coordination and support action on F2P as part of the Marie Skłodowska-Curie Actions. The **REA Knowledge Network** will remain the central platform to develop capacities, exchange good practice, and support REA operational teams in providing effective and efficient feedback to policy and guide their dissemination and exploitation activities. Furthermore, REA will implement the new strategy for the **dissemination and exploitation** of Horizon Europe project results.

Further details of activities supporting the Commission's policymaking are given below for each programme.

### A. Horizon Europe and legacy of Horizon 2020

This section highlights aspects that will require particular attention by the REA units that implement the Horizon Europe and Horizon 2020 programmes. Details on expected outputs in 2023 per programme part can be found in the performance tables in annex 2.

Several initiatives will be taken in 2023 to ensure **continued delivery on key performance targets, measured by REA's Key performance indicators (KPIs)**. This is especially important in the light of various circumstances that can impact these KPIs, for example negotiations for UK association, the Russian war of aggression against Ukraine, or the new features in the work programmes. The Agency will keep up its efforts on the consolidation of internal processes to increase operational efficiency, as well as on staff training and engagement. It will also continue to liaise with the Common Implementation Centre (CIC) on business process improvements.

Regarding project management, 2023 will be an intense year, with the implementation of an already large number of projects from the 2021 and 2022 calls added to a substantial number of Horizon 2020 grants still running. As a result, 2023 will be the year during which the portfolio of running projects supervised and managed by REA will peak. This peak is affected by the many amendments to extend project duration that were processed since 2020 to address the impact of the COVID-19 pandemic. Project Officers will continue to work with the beneficiaries of their projects to help them finding solutions to recover from any delays incurred and facilitate achieving the projects' ambitions.

**New simplified forms of funding** will be introduced in the 2023-2024 calls. The work programme 2023-2024 includes a progressive roll-out of lump sum actions, which were piloted in some 2022 calls. The implementation of lump sum projects will be carefully monitored to ensure administrative processes are streamlined and to identify areas for further improvements, efficiency gains and simplification. REA will participate in Info Days organised at national level to explain the new funding mechanisms and their impact on the proposal writing and implementation.

To **boost the impact** of the funding programme, the key impact pathways introduced by the Horizon Europe Regulation will be further promoted to applicants and beneficiaries as a key concept for projects maximising their impact.

A large number of initiatives will be taken to promote **project results** and ensure improved **policy take-up**. This includes the publication of Cordis Results Packs, policy briefs and reports, feedback to the development of Work Programmes, project clustering events, and the participation of project representatives in policy events.

REA will contribute to the **2023 European Year of Skills**, notably through topics in Cluster 2, the Widening participation and Strengthening the European Research Area work programmes and MSCA. The Agency will also implement a **Preparatory Action for the European scheme for researchers at risk**, which has been delegated by DG EAC <sup>(3)</sup>.

### Marie Skłodowska-Curie Actions (MSCA)

REA will implement eight **MSCA calls** in 2023 for a total value of EUR 887.76 million <sup>(4)</sup>. It is expected that these calls will result in around 7 000 researchers benefitting from this prestigious programme. The Postdoctoral Fellowship call will continue to link up to the ERA fellowships, much appreciated by Widening Countries for their scope and the simplicity of the application process. In addition, the evaluation of the 2022 calls will be completed.

The **changes introduced in MSCA under Horizon Europe** will continue to be implemented to ensure harmonisation and simplification. In cooperation with the IT teams of the Common Implementation Centre (CIC) in DG RTD, REA will promote further adjustments to the proposal and reporting templates, as well as automated checks for some of the eligibility rules. To support the introduction of the new features, REA will continue to organise in the coming months dedicated training for MSCA National Contact Points (NCPs), as well as internal information sessions.

The newly created **MSCA4Ukraine scheme**, with a budget of EUR 25 million has been delegated by DG EAC to REA. The scheme will enable researchers from Ukraine to continue

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<sup>(3)</sup> This action is not part of Horizon Europe.

<sup>(4)</sup> This amount does not include an additional 10 million euros for staff exchanges agreed by the European Parliament and the Council.

their work at academic and non-academic organisations in EU Member States and Horizon Europe Associated Countries, while maintaining their connections to research and innovation communities in Ukraine.

A coordination and support action on **MSCA Feedback to Policy 2023** has been delegated to REA. One of the objectives of this action is to support ongoing and planned Commission initiatives which focus on exploiting and assessing the impact of Horizon 2020 and Horizon Europe projects results in relation to thematic and cross-cutting priorities, including the EU Missions. It also aims to assess the extent to which MSCA projects achieve two of the core horizontal policy objectives of the programme: the development of researchers' training, skills and career, and the related promotion of intersectoral collaboration.

Reaching the key performance targets is expected to be particularly resource-intensive in 2023 due to the global context and to planned staff reductions. As a result, the **improvement of internal processes** will remain a priority in 2023, with the intention of increasing efficiency gains in cooperation with DG EAC and the CIC. In particular, REA will continue to streamline the current MSCA evaluation system, by focusing on two main areas: the consensus phase and the quality control of the evaluation reports.

## Research infrastructures

Four calls for proposals and five Grants to Identified Beneficiaries are planned in 2023. Selecting specialist evaluators/monitors who have no conflict of interest will receive particular attention, as the size and scope of consortia sometimes makes it difficult to find European experts in the field who are not already participating in proposals.

DG RTD and DG CNECT are involved in the calls linked to the **European Open Science Cloud** (EOSC). REA will work with Commission services on harmonising the requirements related to these calls, as well as on feedback to policy. There will be further coordination between programme implementation and policymakers (e.g. via the European Strategy Forum on Research Infrastructures (ESFRI), the EU Missions Working Group, and the Partnerships Working Group with DGs concerned), as well as international partners beyond the EU. REA will take full advantage of these coordination activities to provide feedback from projects and to ensure that the impact of the ongoing projects is presented and assessed.

During 2023, REA will deepen its knowledge of the actors in specific research infrastructure communities and of the political priorities (ESFRI roadmap, ERA action plan, European Research Infrastructure Consortium and EOSC). Many calls will be mission/challenge-oriented, thus addressing a variety of research infrastructures communities.

## Cluster 2: culture, creativity and inclusive society

The implementation of the Cluster 2 second **work programme (2023-2024)** will start with the launch of calls around three destinations. Additionally, a call will be launched in a new area expected to receive substantial attention, "**European Collaborative Cloud for**

**Cultural Heritage (ECCCH)**", resulting in two evaluation sessions per year. WP 2023-2024 also includes a progressive roll-out of lump sum actions, which were piloted in some 2022 calls. The implementation of lump sum projects will be carefully monitored to ensure administrative processes are streamlined and to identify areas for further improvements, efficiency gains and simplification.

Together with the DGs responsible for Cluster 2 (DG RTD, DG EAC and DG EMPL) REA will co-organise the Info Days and contribute to their **policy-related initiatives**. These include project cluster meetings, policy roundtables and a Cordis Results Pack, all within the framework of the 2023 policy feedback plan.

### Cluster 3: civil security for society

In 2023, REA will continue the monitoring and implementation of the 37 projects selected for funding in 2022. In addition, 5 calls and 27 topics launched in 2022 will be evaluated in 2023, from which around 30 more projects will be selected. The introduction of new features in the Horizon Europe Work Programme 2022, such as the use of lump sums, will need to receive specific attention during the grant agreement preparation phase for these projects.

An important challenge for EU research programmes is transferring the results of research into tangible products and solutions. REA will continue to seek the active involvement of end users such as law enforcement agencies, customs authorities and first responders to boost impact and the uptake of results towards deployment.

REA will continue to use its expertise in security research to ensure proper monitoring of the projects funded within Horizon Europe, having managed the EU calls and grants for this activity for many years. Particular attention will be paid to the implementation of the rules for **handling EU Classified Information (EUCI)** for any EU programme or activity. REA will continue to strengthen the cooperation between DG HOME and the new projects by organising dedicated events and providing structured policy feedback.

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

2023 will see Horizon Europe approach cruising speed, whilst a large number of Horizon 2020 projects will still need to be handled, both in terms of financial processes but also to ensure that project results have the highest possible impact.

The implementation of the Cluster 6 second **work programme (2023-2024)** will start in 2023 with 7 packages (i.e. Destinations) of calls contributing to the expected impacts set out in the Strategic Plan. In the 2023-2024 Work Programme some novelties are foreseen, notably the introduction of lump sum contracts for approximately one third of our actions.

In 2023, the **implementation of the grants** will continue for Horizon Europe and Horizon 2020 SC2 and SC5 projects. This includes projects resulting from 11 out of the 20 Green Deal

Call topics. The evaluation and selection of projects for the 2022 Cluster 6 calls for proposals is currently underway. Participants will be informed in the first trimester of 2023, and grants signed around July 2023. In addition, Cluster 6 will continue the implementation of the **European Partnerships on Biodiversity and Water4All**, while the planned implementation of four new co-funded partnerships will begin, covering a range of topics from agroecology, animal health and welfare to sustainable food systems and agricultural data.

In terms of communication, the biggest event of 2023 will be the customary joint organisation of the **Info Day for Cluster 6** for 2024 calls, where a high number of stakeholders is expected to participate and get information on the policy context and the new calls.

### Widening participation and spreading excellence

In 2023, REA will continue to manage various actions under the Widening programme: ERA Chairs, Twinning and Teaming, which the Agency was already managing under Horizon 2020, and new ones introduced by Horizon Europe, namely Excellence Hubs, European Excellence Initiative (EEI), and ERA Talents. A further novelty will be a Twinning call targeted at the Green Deal and two new actions: Pathways to Synergies and an action targeting dissemination and exploitation activities.

Moreover, REA will continue to be responsible for managing the implementation of the **European Co-operation in Science and Technology** (COST) actions, which was managed by DG RTD in Horizon 2020. REA will also be responsible for the coordination of the **Hop-On Facility** evaluations with a cut-off date in 2023. This is a complex action involving CINEA, HaDEA, EISMEA, DG CNECT and several units in REA.

### Reforming and enhancing the European R&I system

This programme part replaces the Horizon 2020 *Science with and for Society* programme, with an extended scope ranging from universities to international cooperation. The focus is on prioritising investments, improving access to excellence, translating R&I into economic value, and deepening the European Research Area.

For 2023, all the actions of the programme will be bundled into a one-stage call for proposals with 12 different topics and a deadline in March. Four Grants to Identified Beneficiaries, as well as the second edition of the EU Award for Gender Equality Champions, will be implemented by the Agency. REA will also conclude the tendering procedure for the **EU Gender Equality Competence Facility** public procurement.

## Contribution to EU missions

EU Missions are a new way to bring concrete solutions to some of the world's greatest challenges. They have ambitious goals and will deliver concrete results by 2030. Research and innovation play an important role in achieving those goals.

EU Missions are a novelty of the Horizon Europe research and innovation programme for the years 2021-2027. REA contributes to multiple EU missions across calls and topics and is a member of the Mission Owners Groups where key activities and Work Programme priorities are discussed. The Agency will respond to an increasing demand for feedback to policy topics related to EU Missions.

REA is a key player in the development and implementation of the EU Mission **A Soil Deal for Europe**. Its main aim is engaging with people and creating effective partnership across sectors and territories to protect and restore soils in Europe and beyond. It contributes to European Green Deal targets related to sustainable farming, climate resilience, biodiversity and zero-pollution.

REA will be responsible for the implementation of Mission Soil projects. Projects from the 2021 calls already started in 2022 and grant agreements for the proposals selected in the 2022 calls are under preparation with projects expected to start during 2023. A cluster event will be organized to support the networking of these projects. In parallel, REA will follow the evaluation of proposals submitted by September 2023 to the 2023 calls. REA will also provide an important contribution to the development of the 2024 Mission Work Programme.

REA also ensures the administrative and financial/contracting management of the Mission Implementation Platform, which provides different support services to assist the Commission in the successful implementation of the Mission.

REA also ensures the management of the contracting and payment of the Soil Mission Board, a group of independent experts which provides the Commission Mission Secretariat with strategic expertise.

REA also contributes to cross-cutting actions of the EU missions in the area of social innovation. The outcome of the 2022 call "**A European Social Innovation Catalyst Fund to Advance EU Mission Objectives by Replicating and Scaling-up Existing, Demonstrably Successful Social Innovations**" will be implemented in 2023. The horizontal nature and the focus of that topic across all missions is expected to require specific attention and close collaboration between DG RTD and REA.

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

### Operational aspects

2022 has been the first year of the RFCS programme's implementation under its new legal basis (i.e. the RFCS Modernisation Package that was adopted in July 2021). Operationally, this involved the management of two additional calls: one call related to the Clean Steel partnership (Big Ticket Steel) and one on research activities in the coal sector in line with the principles of the Just Transition Mechanism (Big Ticket Coal).

In 2023, grant agreements for the projects selected in the 2022 "Big Ticket" calls will be finalised, the evaluation and grant preparation of the 2022 annual calls will be completed, and three new RFCS calls will be published, requiring two evaluation sessions.

In addition, REA will complete the renewal of the RFCS Technical Groups through the selection of new members following a call for expression of interest published in the second semester of 2022. The Agency will also organise the first meetings of the Technical Groups in their revised format and scope.

### Support to Commission policy work

REA is becoming a key interlocutor on matters related to the RFCS programme for **feedback to the policy DGs** most directly involved in the definition of policies and objectives to achieve the **European Green Deal** and the **Just Transition Mechanism** (DG ENV, EMPL, CLIMA, REGIO, GROW, RTD). REA is an active member of the Joint Teams for feedback to policy composed of the relevant DGs, the executive agencies in charge of implementing the programmes (LIFE, RFCS, ...), and Joint Undertakings / Partnerships (Clean Steel Partnership, Clean Hydrogen Partnership, ...). This activity will be further developed in 2023.

In addition, in 2022 REA has created the conditions for RFCS projects and beneficiaries to fully benefit from initiatives developed for Horizon Europe to ensure the effective **dissemination and exploitation** of project results, such as the Horizon Results Booster, the Horizon Results Platform, the Innovation Radar, and the Horizon Impact Award. These services will become fully operational in 2023.

The Clean Steel Partnership (CSP) has been developed in the framework of Horizon Europe to support the transition to carbon neutral steelmaking. Related projects are funded by both the RFCS and cluster 4 of Horizon Europe. In 2023, the **Clean Steel Partnership's Monitoring Board** will be formed, with REA as a member. Its purpose will be to monitor the contribution of the steel sector to the objectives of the European Green Deal, to adjust research priorities and activities according to changing markets or policy orientations, and to identify further ways to enhance collaboration with other European Partnerships and synergies with other funding programmes.

## C. Promotion of Agricultural Products

### Support to Commission policy work

The general objective of the AGRIP programme is to **strengthen the competitiveness of the EU agricultural sector**. The actions open up new markets and consolidate existing ones, as well as raise awareness among consumers, both inside and outside Europe, of EU quality schemes and the high standards of EU agricultural products. The actions also contribute to achieving the objectives of the EU Farm to Fork strategy and the European Green Deal.

### Operational aspects

2023 is the eighth year of implementation of the Promotion of Agricultural Products (AGRIP) programme. The annual budget remains stable compared to 2022. Two **calls for proposals** for co-financed programmes will be published in January and will close in April. Further calls may be published in response to any serious market disturbance or loss of consumer confidence.

In addition to managing the full lifecycle of **MULTI programmes** (where consortia consist of beneficiaries coming from different Member States), REA will continue its responsibility for the publication of the call, the submission and the evaluation of proposals for **SIMPLE programmes** (where all beneficiaries come from the same Member State), which are then managed by the competent national authorities under the shared management mode.

In its ongoing management activities, special attention will be given to the low number of applications to the MULTI programmes which may result in suboptimal consumption of the available budget. REA will also aim to ensure sound financial management of appropriations through a revised control strategy, which includes the use of project monitors.

REA will implement and manage **public procurement** contracts for promotional campaigns and events outside Europe, aimed at enhancing the image of EU products and raise awareness of different markets. 2023 will be the first year of the application of a new Framework Contract for these activities, requiring particularly close management by REA services.

In 2023, it is expected that the effect of COVID-19 on the implementation of promotional campaigns will be residual, possibly localised in very few specific countries (e.g. China). A range of activities will be held across the globe, including another High-Level Mission by the Commission in Asia.

## D. Support tasks delegated to the Agency

REA provides support according to the Annex VIII of its Delegation Act <sup>(5)</sup>. REA's precise responsibilities are described in a series of Memoranda of Understanding with each organisation to which it provides services.

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

Through its **Central Validation Service** (CVS), REA contributes to the implementation of the Single Electronic Data Interchange Area (SEDIA) by performing the following operations for participants in grants (including prizes) and procurements <sup>(6)</sup>:

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

REA also operates the **Research Enquiry Service** that answers citizens' questions on research matters and the validation of participants, as well as maintaining a Frequently Asked Questions (FAQ) public database.

In 2023, the CVS will strengthen its planning capacity to optimise the use of its resources during peaks of workload. Focus will be given to simplification measures for legal validations, ownership control checks and financial capacity assessments.

REA will also on-board other EU bodies and institutions to provide legal validations through Service Level Agreements (SLA)<sup>(7)</sup>, under the conditions set out in the Guidelines for the establishment and operation of executive agencies financed from the EU budget and other sources (C(2022)9328).

A significant challenge for the CVS in 2023 will be to ensure that its operations in relation to the SEDIA Participant Register are not affected by the implementation of the Commission's next generation corporate financial system (SUMMA) and its interoperability with the participants' data management system.

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<sup>(5)</sup> [Register of Commission Documents - C\(2021\)952 \(europa.eu\)](#)

<sup>(6)</sup> Article 147 of the Financial Regulation (EU, Euratom) No 1046/2018 of the European Parliament and of the Council.

<sup>(7)</sup> REA signed a first SLA with the European Parliament, in December 2022 and another SLA is being prepared with the European Food Safety Authority.

## Expert Management and Support Services

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

- Planning and support for publication of calls for proposals;
- General logistical support for the proposal evaluations, including the management of the evaluation facility; and
- Contracting and paying independent experts who evaluate proposals and review projects, as well as the experts of the Soil Mission Board.

The focus of 2023 will be the preparation for the roll-out of the new expert management IT systems the **Expert Common Service (ECS)**. REA will provide input to both the definition of business processes and user requirements for these systems, as well as testing and piloting the systems prior to their full launch at the end of the year. The release of ECS, which will replace EMI, is inextricably linked to the release of SUMMA in January 2024. REA will provide support to Clean Aviation Joint Undertaking, given that their pilot of SUMMA precludes the use of the expert management systems in 2023. REA will also onboard a new client for its expert contracting and payment service: the Global Health EDCTP3 Joint Undertaking.

As a result of the phase-in of ECS, a new version of the Experts' Model Contract will be deployed. In view of the complexity in the change to a new contract, impacting on business processes and IT systems, the implementation will need to be thoroughly examined and tested.

Another priority of 2023 will be the ongoing optimisations to the ways of working with the COVE evaluation facility. Following the experience of the pandemic and the Commission's communication on greening, working methods have changed to prioritise the use of remote and hybrid solutions where possible. To cater for these changes, REA has equipped around 50 meeting rooms in the facility to support hybrid meetings, a process expected to continue throughout 2023.

## PART 4. Modernising the administration: main outputs for 2023

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

- Human resource management
- Sound financial management
- Fraud risk management
- Digital transformation and information management
- Sound environmental management
- Initiatives to improve economy and efficiency

The priorities and challenges for 2023 are summarised for each area. The related long-term objectives, with their respective indicators, and a list of specific outputs planned for 2023 are presented as performance tables in Annex 1.

The **internal control framework** <sup>(8)</sup> supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are considered and reduced to acceptable levels through cost-effective controls.

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

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

### A. Human resource management

Together with the other five executive agencies, REA has contributed to the drafting of a **common Human Resources action plan and narrative** to complement the HR strategy of the Commission. It focuses on attractiveness and staff retention, selection and recruitment, and career prospects. Once adopted, REA will start the implementation of the action plan in close collaboration with the other agencies.

In 2023, REA's staff will increase to up to 893 staff (compared to 886 in 2022), in line with the multi-annual staffing allocation for REA's mandate 2021-2027. Throughout 2023, REA's selection and recruitment activities will focus on filling all posts and building a set of reserve lists covering different profiles for future use. The deployment of an electronic selection tool at REA will support a more efficient, faster and cost-effective selection process. Synergies and collaboration among executive agencies in all aspects of selection and recruitment will

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<sup>(8)</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

be strengthened (e.g. joint selections and sharing of Temporary Agent and Contract Agent reserve lists). To promote diversity and inclusion, REA will conduct a specific analysis and take action to promote a geographic balance throughout its selection and recruitment processes.

To follow up the results of the latest Staff Survey conducted in November 2021, 12 priority actions have been defined for implementation over two years. The actions cover all major areas of staff and managers' concern: workload, well-being, inclusion and fairness, working arrangements, learning and development, career and professional future, management. Among the flagship actions are the updating of the REA management charter, a new programme on staff exchange with the Commission, and the extension of the REA mentoring programme for new staff. The new HR strategy will also address the concerns voiced by staff through the Survey.

The Agency's learning and development plan will focus on hybrid and blended offers to strengthen operational excellence in managing funding programmes. Managers will continue to be trained in leadership skills adapted to the new working environment and in managing and motivating diverse and inclusive teams.

## **B. Sound financial management**

REA will contribute to the development of the overall control framework for the research programmes it implements. The recently adopted *Guidance on Horizon Europe ex-ante controls* and the *Control Strategy for Horizon Europe*, both drafted by the CIC with extensive contributions from REA, will be put into practice.

REA will focus on the **changes introduced in Horizon Europe** compared to Horizon 2020. 2023 will see the first interim reports/payments for Horizon Europe grants and an increase in the number of amendments.

Concerning the use of simplified forms of costs, in 2023 REA will conclude grants under several calls for proposals for **lump sum funding** in Horizon Europe. The decision to increase the use of lump sums is based on the successful pilot under Horizon 2020, assessed positively in two independent studies by the Commission and the European Parliament.

REA will participate in a pilot of **eProcurement** and is currently working with the JRC and DG DIGIT to on-board one Framework Contract into the pilot. This will help with the development of the eProcurement suite for the EC services, contributing significantly to a more efficient use of resources.

For **Horizon 2020**, REA remains firmly committed to its objective of reducing the cumulative residual error rate to a lower percentage as close as possible to 2%. Given the results of the audit campaign up until 2022 and the observations made by the European Court of Auditors, the CIC will continue to implement the action plan which aims to reduce further the

multiannual error rate of Horizon 2020, and pave the way for a simpler and, to the furthest extent possible, an error-free Horizon Europe <sup>(9)</sup>. Actions include further simplification, increased use of simplified forms of funding (including lump sums and unit costs), and focused communication campaigns to more “error-prone” types of beneficiaries with higher-than-average error rates, such as SMEs and newcomers.

REA has developed a detailed audit strategy for the **AGRIP** programme based on the results of the first audits carried out in 2021 and 2022. In 2023 the audit plan will be finetuned to focus on the risks identified so far, particularly in relation to transparency and fair competition in sub-contracting. REA has adopted an audit strategy for the **RFCS** programme. The strategy will be implemented together with the Common Audit Service that is charged with carrying out the audits.

In 2023, REA will begin to manage indirect management funding and will ensure its staff are sufficiently trained to this end. The Agency will also monitor developments in the rollout of SUMMA, the new Commission financial management system.

### **C. Fraud risk management**

REA develops and implements its **anti-fraud approach** since 2011, based on the methodology provided by OLAF. REA’s anti-fraud approach, which implements and complements the common anti-fraud strategy for the R&I family, was last updated in October 2019 following the adoption of the updated Commission Anti-fraud Strategy. The publication of the next update is expected in 2023.

The main purpose of the REA anti-fraud approach is to translate the Commission strategic priorities into operational measures which address risks that are particularly relevant to the operations managed by REA. Awareness-raising remains the main preventive measure.

The update of the REA anti-fraud approach will put forward actions to cover the residual risks after mitigating measures at corporate or Agency level, and to reduce fraud in the three main activities of REA: programme implementation of direct expenditure, expert management and support services, and the validation of participants. The approach will contain a fraud risk assessment per activity.

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<sup>(9)</sup> No representative error rate for Horizon Europe will be available in 2022 and 2023 as the ex-post audit campaign for the programme will start at the earliest end of 2023.

## D. Digital transformation and information management

### Digital transformation

In 2023, in line with the new Commission Digital Strategy, REA will focus on increasing the digital culture, contributing to a seamless digital landscape, and using a green, resilient, and secure infrastructure.

REA continues to upgrade its **digital collaboration tools** and its working methods to improve autonomy, agility, and productivity. The further integration of M365 and SharePoint will be supported by extensive training and awareness raising activities (REA M365 Champions network), going further in understanding the users' needs and by migrating sites and applications, including REA's intranet, to SharePoint Online (SPO).

REA applies DIGIT's *Re-Use Before Buy, Before Build* core principle. In that respect, REA re-uses two authentication solutions provided by DIGIT: SECUNDA and EU login. Also, REA reporting is partially based on the QlikSense environment provided by DG RTD. In 2023, **OMEGA** will become a corporate tool for budget programming. REA will collaborate closely with DIGIT to achieve this integration.

The **migration to the new WELCOME domain** will be completed in early 2023. The new domain is more secure and provides better Microsoft 365 collaboration features and better IT performance. Promotion, information and assistance actions will continue until all workstations have been migrated.

### Information and IT security rules

In the field of cybersecurity and IT security, REAs key priority areas in 2023 will be security awareness raising and IT security risk management. The Agency will continue implementing

- the Commission IT Security policy <sup>(10)</sup>, improving its capability to identify and manage security risks, and
- the respective IT Security Plans for its main local IT systems (OMEGA and DAR).

To ensure the compliance of REA-managed Information Systems with the Commission's IT Security legal base, all Information Systems owned by REA have been attested. REA will continue with periodical compliance re-assessments throughout 2023 using the Commission's Governance Risk Compliance Tool.

As an owner of several mission-critical IT systems, REA, in co-operation with the Centralised Local Information Security officer and DIGIT, will continue to raise **awareness of staff on cybersecurity**-related threats.

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<sup>(10)</sup> As defined in Commission Decision 46/2017 as well as in the Implementing Rules CD 46/2017 and Implementing Rules for article 6 of CD 46/2017

## Data, information and knowledge management

REA mainly uses Commission corporate business processes and IT systems (eGrants and eProcurement) for programme implementation. This means that *data* related to participants and Commission funding programmes is directly available to the Commission services and external stakeholders through the various channels designed by the Commission (databases, dashboards, portals...). The Agency follows the feedback to policy plans agreed with its parent DGs <sup>(11)</sup> to share the *knowledge* generated by the REA managed projects and participates in the implementation of the Commission's dissemination and exploitation strategy for Horizon programmes.

Data governance principles are embedded in the design and the governance of the IT systems used in the Agency. REA deploys the data governance policy in the frame of the integrated R&I Knowledge Base (CIC), developed in the context of the Grant and Procurement Steering Board. In 2023, REA will focus on the update of the EC data catalogue <sup>(12)</sup> and on the further documentation of its data policy.

For its local IT systems, REA collects data primarily from corporate systems. It creates and stores new datasets only when necessary. REA will keep applying a 'privacy-by-design' approach and the 'need-to-know' principle as regards access to local systems and data, while ensuring implementation of data protection and cybersecurity related rules.

## Data protection

REA's data protection activities are managed by the data protection officers (DPO), in close collaboration with the data controllers and assisted by their appointed data protection contact persons <sup>(13)</sup>. REA's DPO coordinates with other Executive Agencies' DPOs and the Commission services, as well as other EU Institutions, Offices and Bodies, to establish synergies and consistency in data protection matters.

In 2023, the Agency will continue to develop and improve its internal procedures and documentation and will ensure that recent changes to the data breach guidelines are transposed into internal rules where necessary.

Increasing the data protection knowledge of staff is key in achieving full compliance with the EU data protection Regulation. General awareness of staff is monitored by a dedicated indicator set in Annex 1 part D. An awareness campaign about retention/storage time limits will be launched in close collaboration with REA's data management officer (DMO) and will target all the REA staff.

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<sup>(11)</sup> See more details for feedback to policy in part 3.

<sup>(12)</sup> REA owned datasets had been included in the EC catalogue in 2019 under DG RTD's responsibility.

<sup>(13)</sup> Decision of the REA Steering Committee laying down the implementing rules concerning the data protection officer (Ares (2022)7165947 22/11/2021)

Particular attention will be paid to accompanying current and new IT projects to ensure privacy-by-design and proper data processing documentation (data protection records and notices).

## **E. Sound environmental management**

REA is committed to a more sustainable work environment, in line with the Communication 'Greening the Commission' C(2022)2230, and corresponding Action Plan. Together with the Commission and other executive agencies, REA takes account of its environmental impact and actively promotes measures to reduce the day-to-day environmental effects of its operations.

Based on the activities proposed at the corporate level, the agency set out an action plan following the Greening Communication. After joining in 2022 the corporate pledge for business travel for staff and external experts <sup>(14)</sup>, REA is determined to reduce on-site staff travel and to promote alternatives while maintaining REA's proximity to programme participants.

After successfully completing the registration procedure for the **Eco-Management and Audit Scheme (EMAS)**, REA's official incorporation to the EMAS scope is expected in 2023.

In 2023, REA will continue its close collaboration with the other executive agencies and with concerned EC services to foster synergies and maximise the effectiveness of planned environmental protection activities. Through its EMAS team, REA is ready to collaborate with the central EMAS team in DG HR and to participate in inter-institutional actions. REA will continue to be part of the Digital Solutions Modernisation Plan (DSMP) / Paperless cluster, led by DG DIGIT.

Regarding green public procurement (GPP), operational services in charge of procurements have incorporated the GPP principles into new tender specifications in 2022. The effects will be fully realised from 2023 onwards.

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

The cost-benefit analysis that was conducted to support the delegation of the management of activities to executive agencies calculates the number of staff allocated to agencies for 2021-2027 based on targets for efficiency gains through economies of scale of 27% on average. This means that the workload per staff member is increasing considerably through

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<sup>(14)</sup> Guidance note on business travel and external experts' travel in the framework of greening the Commission' Ares(2022)3580980

this period: in REA's case, this translates into up to 50% more projects per staff member compared to 2020.

To handle the increasing workload, REA reviewed in early 2021 the tools, procedures and processes that the Agency uses, whether established by the Commission or internally. Other executive agencies and the CIC of DG RTD were involved in this analysis. The analysis resulted in two strands of proposed measures to generate efficiency gains: 1) those to be implemented internally; 2) those that required approval and implementation at corporate level. REA is following closely the implementation of both action plans.

Concerning the first strand, REA has already implemented 16 actions on optimising and streamlining existing and new processes and procedures, leading to greater efficiency. In 2023, REA will further promote optimal use of supporting documents, in line with the business processes defined on GoFUND. Units will continue their work to better coordinate their operational activities and exchange good practice.

Concerning the second strand, which goes beyond REA and relates to the whole R&I family, executive agencies worked in partnership with the CIC to define a set of 18 actions. These actions have the potential to offer efficiency gains in the processes and IT tools for the submission and evaluation of proposals and the management of grants. Many of these actions have been included in the CIC IT work plan for 2022-23, and REA is assisting the implementation of multiple improvements through its participation in IT key user groups. Furthermore, the actions taken for the implementation of the Commission's new digital strategy will also contribute to more efficiency in the daily work.

## ANNEX 1: Performance tables

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

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

<b>From 2020-2024 strategic plans</b>		
<b>General objective:</b>		
EUROPE FIT FOR THE DIGITAL AGE <sup>(15)</sup>		
<b>Specific objective:</b>		
DG EAC 2.3 - Through the Horizon 2020 Marie Skłodowska-Curie Actions, promote excellence in research, generate innovation and strengthen skills, training and career development for researchers notably through excellent international doctoral networks		
<b>Main outputs in 2023:</b>		
<b>Horizon Europe</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	6
Calls for proposals	Number of calls	8 <sup>(16)</sup>
Evaluation sessions	Number of sessions	7 <sup>(17)</sup>
Number of individual proposals evaluated	Estimated number of proposals to evaluate	10 725
Number of grants signed	Number of grants	1 619
Procedures for selection by the Commission (where necessary)	Number of procedures	11
Pre-financing payments	Number of payments	1 460

<sup>(15)</sup> Marie Skłodowska-Curie Actions support multiple fields of research and innovation and therefore contribute to multiple political priorities and strategic objectives.

<sup>(16)</sup> Out of these 8 calls, 2 (Staff Exchange and COFUND) will be closed in 2024.

<sup>(17)</sup> The ERA Fellowships call will be evaluated within the Postdoctoral fellowships call; there will be no separate evaluation (therefore there are only 7 evaluation exercises while the number of calls is 8). The evaluation sessions for Staff Exchange and COFUND that will be carried out in 2023 refer to the 2022 calls. The evaluation of Doctoral Networks and Postdoctoral Fellowships are also spread in two years: the evaluation that will be carried out in 2023 refer to the 2022 call.

Interim payments/progress reports	Number of payments	45
Final payments/final reports	Number of payments	1
<b>Horizon 2020</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Number of grants signed	Number of grants	2-3 (Special Needs Lump Sum-SNLS)
Procedures for selection by the Commission (where necessary)	Number of procedures	2-3 amendments (in case of SNLS or any other specific issues e.g. family allowance...)
Pre-financing payments	Number of payments	14
Interim payments/progress reports	Number of payments	486
Final payments/final reports	Number of payments	1 376

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

*From 2020-2024 strategic plans*

General objective:

EUROPE FIT FOR THE DIGITAL AGE <sup>(18)</sup>

Specific objectives:

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

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

### Main outputs in 2023:

#### Horizon Europe

Output	Indicator	Target
Calls for proposals	Number of calls	9 (including 5 IBAs)
Evaluation sessions	Number of sessions	9
Number of individual proposals evaluated	Estimated number of proposals to evaluate	106
Number of grants signed	Number of grants	61
Procedures for selection by the Commission (where necessary)	Number of procedures	3 (provided the 'multiple call' approach is maintained for the batches)
Pre-financing payments	Number of payments	32
Interim payments/progress reports	Number of payments	10
Final payments/final reports	Number of payments	2

#### Horizon 2020

Output	Indicator	Target
Interim payments/progress reports	Number of payments	36
Final payments/final reports	Number of payments	34

<sup>(18)</sup> The Research infrastructures programme part supports multiple fields of research and innovation and therefore contributes to multiple political priorities and strategic objectives.

## C. Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 2: culture, creativity and inclusive society, and predecessor actions <sup>(19)</sup> (DGs RTD, EMPL, EAC)

### **From 2020-2024 strategic plans**

General objectives:

AN ECONOMY THAT WORKS FOR PEOPLE

A NEW PUSH FOR EUROPEAN DEMOCRACY

Specific objectives:

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

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

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

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

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

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

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

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

DG EMPL 2.1 - A digitally skilled workforce

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

DG EMPL 3.2 - Stronger social dialogue

DG EMPL 3.3 - Decent and safe working conditions for all

DG EMPL 3.4 - Better functioning labour markets

DG EMPL 3.5 - Greater social fairness and more effective social protection

DG EMPL 3.6 - Enhanced labour mobility

DG EMPL 5.1 - A skilled workforce to master the fair green and digital transition

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

### **Main outputs in 2023:**

<sup>(19)</sup> This table also includes the outcome of the 2022 call "A European Social Innovation Catalyst Fund to Advance EU Mission Objectives by Replicating and Scaling-up Existing, Demonstrably Successful Social Innovations", even though it is not funded under Cluster 2.

<b>Horizon Europe</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	2
Calls for proposals	Number of calls	4
Evaluation sessions	Number of sessions	2
Number of individual proposals evaluated	Estimated number of proposals to evaluate	925
Number of grants signed	Number of grants	75
Procedures for selection by the Commission (where necessary)	Number of procedures	5-6
Pre-financing payments	Number of payments	90
Interim payments/progress reports	Number of payments	1
Final payments/final reports	Number of payments	0
<b>Horizon 2020</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Events to ensure successful implementation of the programme (organised by REA)	Number of events co-organised by REA	0-1
Interim payments/progress reports	Number of payments	16
Final payments/final reports	Number of payments	68 (including Other Action 9)

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

*From 2020-2024 strategic plans*

General objectives:

A EUROPEAN GREEN DEAL

EUROPE FIT FOR THE DIGITAL AGE

A STRONGER EUROPE IN THE WORLD

PROMOTING OUR EUROPEAN WAY OF LIFE

Specific objectives:

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

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

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

DG HOME 5.1 Strengthened Internal Security

### Main outputs in 2023:

#### Horizon Europe

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	1 Project to Policy seminar
Calls for proposals	Number of calls	5
Evaluation sessions	Number of sessions	1
Number of individual proposals evaluated	Estimated number of proposals to evaluate	350
Number of grants signed	Number of grants	30
Procedures for selection by the Commission (where necessary)	Number of procedures	6-7
Pre-financing payments	Number of payments	32

#### Horizon 2020

Output	Indicator	Target
Interim payments/progress reports	Number of payments	12 (CNECT) 34 (HOME)

Final payments/final reports	Number of payments	11 (CNECT) 30 (HOME)
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**E. Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 6: food, bioeconomy, natural resources, agriculture and environment, and predecessor actions (DGs RTD, AGRI, ENV)**

*From 2020-2024 strategic plans*

General objectives:

A EUROPEAN GREEN DEAL

A NEW PUSH FOR EUROPEAN DEMOCRACY

Specific objectives:

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

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

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

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

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

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

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

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

**Main outputs in 2023:**

**Horizon Europe**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	6 <sup>(20)</sup>

<sup>(20)</sup> One Info Day - joint event for Cluster 6. Coordinators Day for newly funded projects joint event for Cluster 6; Biodiversity and Transformative change Cluster (Spring 2023); Water–Energy–Food Nexus Cluster event (January 2023); ICT4Water cluster annual event (June 2023); Joint session of the 5 Horizon Europe projects on Zero Pollution (February 2023).

Calls for proposals	Number of calls	11
Evaluation sessions	Number of sessions	11
Number of individual proposals evaluated	Estimated number of proposals to evaluate	830
Number of grants signed	Number of grants	151
Procedures for selection by the Commission (where necessary)	Number of procedures	34
Pre-financing payments	Number of payments	155
<b>Horizon 2020</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Events to ensure successful implementation of the programme (organised by REA)	Number of events co-organised by REA	7
Interim payments/progress reports	Number of payments	105 (SC2) 43 (SC5) 7 (GD)
Final payments/final reports	Number of payments	68 (SC2) 56 (SC5)

## F. Implementation of Horizon Europe – A Soil deal for Europe Mission (DGs RTD, AGRI)

*From 2020-2024 strategic plans*

General objectives:

A EUROPEAN GREEN DEAL

Mission:

A Soil Deal for Europe

Specific objective:

Long-term Vision for the EU's Rural Areas.

### Main outputs in 2023:

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	2 Soil Info Days 1 event linked to procurement
Calls for proposals	Number of calls	2
Evaluation sessions	Number of sessions	11
Number of individual proposals evaluated	Estimated number of proposals to evaluate	100
Number of grants signed	Number of grants	17
Procedures for selection by the Commission (where necessary)	Number of procedures	5
Pre-financing payments	Number of payments	17

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

From 2020-2024 strategic plans <sup>(21)</sup>

General objective:

EUROPE FIT FOR THE DIGITAL AGE

Specific objective:

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

Main outputs in 2023:

### Horizon Europe

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	1
Calls for proposals	Number of calls	7
Evaluation sessions	Number of sessions	6
Number of individual proposals evaluated	Estimated number of proposals to evaluate	1 000
Number of grants signed	Number of grants	141
Procedures for selection by the Commission (where necessary)	Number of procedures	2
Pre-financing payments	Number of payments	134
Interim payments/progress reports	Number of payments	1
Final payments/final reports	Number of payments	0

### Horizon 2020

Output	Indicator	Target
Number of grants signed	Number of grants	180
Interim payments/progress reports	Number of payments	36
Final payments/final reports	Number of payments	46

<sup>(21)</sup> Activities aimed at widening participation and spreading excellence support multiple fields of research and innovation and therefore contribute to multiple political priorities and strategic objectives.

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

*From 2020-2024 strategic plans*

General objective:

EUROPE FIT FOR THE DIGITAL AGE

Specific objective:

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

Main outputs in 2023:

### Horizon Europe

Output	Indicator	Target
Calls for proposals	Number of calls	6 (incl. 1 prize and 4 IBAs)
Evaluation sessions	Number of sessions	6
Number of individual proposals evaluated	Estimated number of proposals to evaluate	180
Number of grants signed	Number of grants	24
Procedures for selection by the Commission (where necessary)	Number of procedures	2
Pre-financing payments	Number of payments	26
Interim payments/progress reports	Number of payments	5
Final payments/final reports	Number of payments	2

### Horizon 2020

Output	Indicator	Target
Interim payments/progress reports	Number of payments	41
Final payments/final reports	Number of payments	40

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

*From 2020-2024 strategic plans*

General objective:

A EUROPEAN GREEN DEAL

Specific objective:

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

Main outputs in 2023:

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	10
Calls for proposals	Number of calls	3
Evaluation sessions	Number of sessions	2
Number of individual proposals evaluated	Estimated number of proposals to evaluate	200
Number of grants signed	Number of grants	6 Big tickets calls + around 20/25 annual calls
Procedures for selection by the Commission (where necessary)	Number of procedures	2
Pre-financing payments	Number of payments	30
Interim payments/progress reports	Number of payments	27
Final payments/final reports	Number of payments	36

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

*From 2020-2024 strategic plans*

General objectives:

A EUROPEAN GREEN DEAL

A STRONGER EUROPE IN THE WORLD

Specific objectives:

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

DG AGRI 9: Promote Europe's high quality agri-food standards worldwide (incl. strengthening the system of geographical indications)

### Main outputs in 2023: GRANTS

#### Under the multiannual financial framework 2021-2027

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	2
Calls for proposals	Number of calls	2
Evaluation sessions	Number of sessions	15
Number of individual proposals evaluated	Estimated number of proposals to evaluate	220 (MULTI and SIMPLE) <sup>(22)</sup>
Number of grants signed	Number of grants	30 (MULTI)
Procedures for selection by the Commission (where necessary)	Number of procedures	1
Pre-financing payments	Number of payments	25
Interim payments/progress reports	Number of payments	27
Final payments/final reports	Number of payments	1

#### Under the multiannual financial framework 2014-2020

Output	Indicator	Target
Events to ensure successful implementation of the programme (organised by REA)	Number of events co-organised by REA	1

<sup>(22)</sup> MULTI grant agreements are managed directly by REA. SIMPLE calls result in grants managed by Member States: REA is responsible for organising the call and the evaluation of proposals. The evaluation results are then sent to Member States.

Interim payments/progress reports	Number of payments	34
Final payments/final reports	Number of payments	16
<b>Main outputs in 2023: PROCUREMENT</b>		
<b>Under the multiannual financial framework 2021-2027</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Number of promotional events outside the EU organised	Number of events	10
Number of on-going communication campaigns	Number of campaigns	6
Number of market research reports published	Number of reports	7
Number of open calls for tender published	Number of calls for tender	0
Interim payments/progress reports	Number of payments	14
Final payments/final reports	Number of payments	7
<b>Under the multiannual financial framework 2014-2020</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Number of promotional events outside the EU organised	Number of events	0
Number of on-going communication campaigns	Number of campaigns	1
Number of market research reports published	Number of reports	0
Number of open calls for tender published	Number of calls for tender	0
Final payments/final reports	Number of payments	2

## K. Support tasks delegated to the Agency

REA provides support according to Annex VIII of the [REA Delegation Act](#).

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

<i>From 2020-2024 strategic plans</i>		
General objective: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION		
Specific objective: DG RTD 7.1 - The Common Implementation Centre and Common Policy and Programming Centre provide user-friendly services and tools to the European Commission for effective and efficient planning, programming and implementation of the Research and Innovation Framework Programme and other EU programmes		
<b>Main outputs in 2023:</b>		
<b>EU funding under SEDIA</b>		
Output	Indicator	Target
<b>Tasks related to participant validation – legal validation</b>		
Legal entity validation (for all EU funding programmes under SEDIA)	Number of validations	14 000 <sup>(23)</sup>
LEAR validation	Number of validations	16 700
Assessments of potential Universal transfer of rights and obligations (UTRO) cases	Number of validations	450
Requests for change or additional corrections*	Number of requests	45 000
Bank account validations	Number of validations	14 000
<b>Tasks related to participant validation – SME validation/mid-cap assessment/third country control assessment</b>		
SME/mid-capitalisation validations	Number of validations	250
Third-country control assessments	Number of assessments	1 500 <sup>(24)</sup>

<sup>(23)</sup> For the first year, the target numbers are based on operational services forecasts of participants of 2023 calls with a ratio of 30% non-valid PICs applied on the basis of CVS historical data.

<sup>(24)</sup> For the first year, the target numbers are based on operational services forecasts of participants of 2023 calls. No methodology on sampling is applied as - to date - the latter is still undefined.

<b>Tasks related to participant validation – preparation of financial capacity assessment</b>		
Preparation of financial capacity assessment	Number of assessments	15 350
<b>Tasks related to the management of Research Enquiry Service</b>		
Replies to RES questions (directly by the RES team, the service provider and the local helpdesks)	Number of replies	12 000
<b>Tasks related to Frequently Asked Questions in the Funding and Tenders Portal</b>		
FAQs approved	Number of FAQ	700

### a. Expert Management and Support Services

*From 2020-2024 strategic plans*

General objective:

A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION

Specific objective:

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

#### **Main outputs in 2023: Horizon Europe**

Output	Indicator	Target
Validation of experts' legal entity and bank account files	Files are validated within 25 working days of the approval of the pool of experts.	100%
Contracts signed with experts	Contracts are signed within 10 calendar days of the launch of the contract signature process.	100%
Payments made to experts	Payments are made within 30 calendar days of the receipt of the cost claim from the expert.	100%

Additional outputs:

#### **Tasks related to Expert Management Services:**

Output	Indicator	Target
Expert evaluators	Number of expert contracts signed – expert evaluators	22 000
Expert monitors	Number of expert contracts signed – expert monitors <sup>(25)</sup>	2 250

<sup>(25)</sup> These are included in the budget line for each activity, and are limited to actions managed directly by REA.

Payments	Number of payments	29 000
Validations	Number of LE/BA validations for experts	6,500 of each
Pool approvals	Number of Pool approvals	750
Evaluators' budget	Payment appropriations executed	65 MEUR
Monitors' budget	Payment appropriations executed	3.3 MEUR

### Tasks related to Expert Support Services:

Output	Indicator	Target
Calls finalised	Number of calls finalised in the Call Passport System	600
Evaluations supported	Number of evaluations supported on-site	120
Expert input	Number of expected expert weeks on-site <sup>(26)</sup>	6 000

## L. External communication

General objective: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION		
<b>Main outputs in 2023: Horizon Europe</b>		
<b>Horizon Europe, Research Fund for Coal and Steel, Promotion of agricultural products</b>		
Output	Indicator	Target
Reach on the website (source: Europa Analytics)	Total average page views per month	30 000
Reach on social media (source: Emplifi social media statistics)	Total number of engagements (shares, likes, comments) <sup>(27)</sup>	30 000

<sup>(26)</sup> Based on the estimation provided by the Call Coordinators.

<sup>(27)</sup> Total number of engagements refers to the interactions (likes, shares/retweets, comments) people have throughout the year with content published on REA's three corporate social media channels ie. the @REA\_research and @EUGreenResearch Twitter accounts, and the REA LinkedIn account.

## Modernising the administration: main outputs for the year

### A. Human resource management

<b>Objective:</b> REA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the agency's priorities and core business.		
<b>Indicator 1: Number and percentage of female representation in middle management <sup>(28)</sup></b>		
Source of data: DG HR		
Baseline (female representation in middle management)	<b>2023 Target</b>	
(31/12/2022) 52% (11 out of 21 middle managers)	50% <sup>(29)</sup>	
<b>Indicator 2: REA staff engagement index</b>		
<b>Source of data: Commission staff or pulse survey [data to be provided by DG HR]</b>		
<b>Baseline:</b> <b>(last European Commission staff survey and pulse surveys <sup>(30)</sup>)</b>	<b>Target</b>	
77% (up 8 points compared to previous survey results from 2018)	72%	
<b>Main outputs in 2023:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Executing the planned staffing of the Agency	Occupation rate of the establishment plan	>97.5% by 31/12/2023
Ensuring that all staff concerned have attended the training sessions that are mandatory for all/many staff <sup>(31)</sup>	Percentage of REA staff in the population for whom the training is mandatory who have participated	>90% <sup>(32)</sup>
Supporting selection panel members through relevant professionalisation training	REA selection panels in 2022 with at least one panel member trained in competency based interviewing methods	100%
All REA newcomers attend induction seminar.	Participation rate	>90%

<sup>(28)</sup> The functions of head of unit and head of department are hereby defined as middle management functions.

<sup>(29)</sup> 50% by 2024, in line with the Gender Equality Strategy 2020–2025.

<sup>(30)</sup> Pulse surveys are in use if no staff survey is launched.

<sup>(31)</sup> Specifically, the training on *Ethics & integrity* (all staff concerned), *Introduction to fraud prevention and detection* (all finance and programme management staff, as defined in REA's *Training Path Grids* document), and *GoFund* (all grant management staff, as defined in the aforementioned document),

<sup>(32)</sup> Attendance rates in 2020–2022 have been lower than previous averages due to the sanitary crisis, and due to significant new staff arrivals for REA's new 7-year mandate.

## B. Sound financial management

### Objective:

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

### Main outputs in 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment and at closure for Horizon 2020 grants	As close as possible to 2%
	Estimated risk at payment and at closure for Horizon Europe grants	Below 2% <sup>(33)</sup>
	Implementation of Horizon 2020 audit findings	80% by 31/12/2023
Effective controls: Safeguarded information	Number of security incidents with impact on the confidentiality, integrity or availability of ECS or PDM/URF systems	No reported incident is categorised as major
Efficient controls	Budget execution and timely payments	Remains 100% of operational payment appropriations and remains 100% of operational payments (in value) on time
Economy of controls	Overall estimated cost of controls	Remains 2.5% of funds managed <sup>(34)</sup>

<sup>(33)</sup> No representative error rate for Horizon Europe will be available in 2022 and 2023 as the ex-post audit campaign for the Programme will start at the earliest end of 2023.

<sup>(34)</sup> Value based on the latest results from the AAR 2022.

## C. Fraud risk management

<b>Objective:</b> <b>The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) aimed at the prevention, detection and correction of fraud</b>		
<b>Indicator:</b> Implementation of the actions included in REA anti-fraud strategy over the strategy' s lifecycle		
<b>Source of data:</b> REA annual activity report, [agency' s] anti-fraud strategy, OLAF reporting		
Baseline (2019)	Interim milestone (2021)	Target (2023)
0% of action points implemented	86% of action points (12/14) implemented	100% of action points implemented in time
<b>Main outputs in 2023:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Anti-fraud training sessions (made compulsory within 1 year from entering the service)	No. of sessions to organise	3 to 4
EDES and bankruptcy trainings	No. of sessions to organise	4
REA Quarterly Reports "State of play of cases under OLAF investigation for serious irregularities"	Number of monitoring reports per year	4 (Q2 and Q4 are sent to parent DGs, Q1 and Q3 to REA's management only)
Update of the REA Anti-Fraud Approach	Publication of document	Q4 2023
Streamline the reporting on recoveries and sanctions stemming from the implementation of OLAF administrative and financial recommendations.	New reporting tool (Access database)	Tool deployed by the end of Q2 2023

## D. Digital transformation and information management

### Objective:

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

### Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions <sup>(35)</sup>

Source of data: REA

Baseline (2021)	Interim milestone (2022)	Target (2024)
68% OMEGA <sup>(36)</sup>	78%	95%
0% DAR	77%	95%

### Indicator 2: Percentage of implementation of the corporate principles for data governance for REA key data assets

Source of data: REA

Baseline 2022	Interim milestone (2023)	Target (2024)
70%	75%	80%

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

Source of data: REA

Baseline (2018)	Interim milestone (2023)	Target (2024)
0% of staff registered for an awareness raising activity on data protection compliance.	80%	100% of staff in post for 6 months or longer

### Main outputs in 2023:

Output	Indicator	Target
Actions to safeguard the data in REA-owned IT systems	Status of the security measures of the DAR and OMEGA systems	<p>The security measures of the DAR and OMEGA systems remain up-to-date:</p> <ul style="list-style-type: none"> <li>In 2022, application security testing (AST) was performed. In 2023, the actions resulting from the tests will be implemented;</li> <li>All other security actions foreseen by the security plan of OMEGA are implemented</li> </ul>

<sup>(35)</sup> [The European Commission Digital Strategy \(C\(2022\) 4388\)](#) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or evolve existing ones in line with the principles of the strategy.

<sup>(36)</sup> The full name of the IT tool is *Operational Management of E-Grants Activities* (OMEGA).

## E. Sound environmental management

### Objective:

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

### Main outputs in 2023:

#### I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2021 as baseline)
<b>Priority action to support the Greening the Commission Communication and action plan</b>		
Participation in corporate energy saving actions, by closing down EA's buildings during the Christmas and New Year's / summer holiday period, and/or optimisation of the temperature in EC buildings.	YES/NO	YES
<b>Other recommended actions</b>		
<ul style="list-style-type: none"> <li>Staff awareness of actions to <b>reduce energy and water use</b> in the framework of EMAS corporate campaigns and/or awareness actions about EA's total energy and water consumption in collaboration with OIB <sup>(37)</sup>.</li> <li><b>Paperless working methods</b> at EA level and staff awareness to reduce office paper use in the framework of EMAS corporate campaigns in collaboration with OIB.</li> </ul>	Number or % of staff informed about initiatives related to <ul style="list-style-type: none"> <li>Reducing energy consumption</li> <li>Reducing water consumption</li> <li>Paperless working methods</li> </ul>	100% of staff informed about initiatives related to <ul style="list-style-type: none"> <li>Reducing energy consumption</li> <li>Reducing water consumption</li> <li>Paperless working methods</li> </ul>

#### II. Reducing CO<sub>2</sub>, equivalent CO<sub>2</sub> and other atmospheric emissions

Output	Indicator	Target (2021 as baseline)
<b>Priority action in line with the Greening the Commission Communication and action plan</b>		
Analysis of EA's missions' trends / patterns (based on corporate EC-staff's and experts' professional trips (missions) <sup>(38)</sup> , optimise and gradually reduce CO2 emissions	Number of REA departments pledging to reduce CO2 (t) emissions from EA's missions via the reduction and monitoring of	75% of REA departments making pledges on staff travel for 2023.

<sup>(37)</sup> See OIB – Environmental Building Performances for Brussels.

<sup>(38)</sup> Data provided by PMO/MiPs.

(e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	on-site missions, and the 'smart organisation' of staff travel.	
<b>Other recommended actions</b>		
Staff awareness actions on reducing GHG emissions and/or raise staff awareness on sustainable commuting in collaboration with OIB	% of staff informed	100% of staff informed
Staff awareness on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	% of staff informed	100% of staff informed
<b>III. Reducing and management of waste</b>		
Output	Indicator	Target (2021 as baseline)
<b>Priority action in line with the Greening the Commission Communication and action plan</b>		
Implementation of the EC Guidelines for sustainable meetings and events, e.g. reduce/eliminate single-use plastics, gadgets/gifts.	% of relevant staff informed	100% of relevant staff informed
<b>Other recommended actions</b>		
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about EA's waste generation in collaboration with OIB.	% of staff informed	100% of staff informed
<b>IV. Promoting green public procurement (GPP)</b>		
Output	Indicator	Target (2021 as baseline)
<b>Priority action in line with the Greening the Commission Communication and action plan</b>		
Gradual introduction of GPP criteria in contracts and starting to monitor the process <sup>(39)</sup> .	% of relevant staff informed	100% of relevant staff informed

<sup>(39)</sup> For information, technical support is provided by the Interinstitutional GPP Helpdesk. See also GPP webpage on MY IC for EU reference/guidelines by DG ENV and Vade-mecum on Public Procurement by DG BUDG.

## ANNEX 2: Resources: staff and budget

### F. Administrative budget

**Table 2.1: Administrative budget (€ million)**

Programmes	Title 1	Title 2	Title 3	Total				Grand Total
				EU Budget	EFTA/ EEA	Third countries contrib.	Assigned Revenue from SLAs between REA and other EUIBA for the provision of validation services (SEDIA)	
Marie Skłodowska-Curie Actions (EAC)	21.92	4.34	0.56	25.60	0.79	0.43		26.82
Cluster 2: Culture, Creativity and Inclusive Society	4.66	0.92	0.12	5.44	0.17	0.09		5.70
Cluster 3: Civil Security for Society (HOME)	3.83	0.76	0.10	4.48	0.14	0.08		4.69
Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment	13.25	2.63	0.34	15.48	0.48	0.26		16.22
Sharing Excellence	6.01	1.19	0.15	7.02	0.22	0.12		7.35
Reforming and enhancing the European R&I system	1.71	0.34	0.04	2.00	0.06	0.03		2.09
Research infrastructure	2.34	0.46	0.06	2.73	0.08	0.05		2.86
Agricultural promotion measures (AGRI)	2.48	0.49	0.06	3.03	0.00	0.00		3.03
Research fund for Coal and Steel (R&I)	2.59	0.51	0.07	3.17	0.00	0.00		3.17

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Expert management & support	7.28	1.44	6.07	14.38	0.26	0.14		14.79
Central validation Service	10.20	2.03	0.66	12.26	0.37	0.20	0.06	12.88
Management and administrative support								
Marie Skłodowska-Curie Actions	1.94	0.38	0.05	2.27	0.07	0.04		2.37
Cluster 2: Culture, Creativity and Inclusive Society	0.41	0.08	0.01	0.48	0.01	0.01		0.50
Cluster 3: Civil Security for Society	0.34	0.07	0.01	0.40	0.01	0.01		0.41
Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment	1.15	0.23	0.03	1.34	0.04	0.02		1.41
Sharing Excellence	0.53	0.11	0.01	0.62	0.02	0.01		0.65
Reforming and enhancing the European R&I system	0.20	0.04	0.01	0.23	0.01	0.00		0.24
Research infrastructure	0.17	0.03	0.00	0.20	0.01	0.00		0.21
Agricultural promotion measures	0.23	0.04	0.01	0.26	0.01	0.00		0.28
Research fund for Coal and Steel	0.23	0.05	0.01	0.27	0.01	0.00		0.28
Expert management & support	0.57	0.11	0.01	0.67	0.02	0.01		0.70
Central validation Service	0.80	0.16	0.02	0.93	0.03	0.02		0.97
<b>Total <sup>(40)</sup></b>	<b>82.83</b>	<b>16.42</b>	<b>8.39</b>	<b>103.24</b>	<b>2.81</b>	<b>1.52</b>	<b>0.06</b>	<b>107.63</b>

<sup>(40)</sup> The Initial Administrative Budget 2023 includes under Chapter 21 Building expenditure a provision of €1.06m for moving REA from the COV2 building to the SB34 (North Light). The various amounts linked to the possible move of REA in 2023 add up to a total budget of €1.64m.

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G. Human resources (in FTEs)

Programmes	Staff (EU budget)				Staff from other fund sources		Total all staff
	TAs	Of which seconded officials	CAs	Total staff EU budget	EFTA/EEA	Third countries contrib.	
<b>Marie Skłodowska-Curie Actions (EAC)</b>	<b>65.82</b>	<b>10.92</b>	<b>181.57</b>	<b>247.38</b>		<b>10.00</b>	<b>257.38</b>
Operational staff for MSCA	59.54	8.77	166.92	226.46		10.00	236.46
Management and administrative support staff for MSCA	6.28	2.15	14.65	20.93		0.00	20.93
<b>Cluster 2: Culture, Creativity and Inclusive Society</b>	<b>15.19</b>	<b>4.08</b>	<b>37.55</b>	<b>52.74</b>		<b>2.00</b>	<b>54.74</b>
Operational staff for Cluster 2	13.85	3.63	34.44	48.29		2.00	50.29
Management and administrative support staff for Cluster 2	1.34	0.46	3.11	4.45		0.00	4.45
<b>Cluster 3: Civil Security for Society (HOME)</b>	<b>13.62</b>	<b>3.89</b>	<b>29.39</b>	<b>43.01</b>		<b>2.00</b>	<b>45.01</b>
Operational staff for Cluster 3	12.52	3.51	26.83	39.35		2.00	41.35
Management and administrative support staff for Cluster 3	1.10	0.38	2.56	3.66		0.00	3.66
<b>Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment</b>	<b>43.52</b>	<b>12.94</b>	<b>104.86</b>	<b>148.38</b>		<b>7.00</b>	<b>155.38</b>
Operational staff for Cluster 6	39.80	11.67	96.18	135.98		7.00	142.98
Management and administrative support staff for Cluster 6	3.72	1.27	8.68	12.40		0.00	12.40
<b>Sharing Excellence (RTD)</b>	<b>18.11</b>	<b>3.39</b>	<b>49.44</b>	<b>67.55</b>		<b>3.00</b>	<b>70.55</b>
Operational staff for Sharing Excellence	16.39	2.81	45.43	61.82		3.00	64.82
Management and administrative support staff for Sharing Excellence	1.72	0.59	4.01	5.73		0.00	5.73
<b>Reforming and enhancing the European R&amp;I system (RTD)</b>	<b>4.95</b>	<b>2.44</b>	<b>14.64</b>	<b>19.59</b>		<b>1.00</b>	<b>20.59</b>
Operational staff for Reforming and enhancing the European R&I system	4.31	2.22	13.15	17.46		1.00	18.46

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Management and administrative support staff for Reforming and enhancing the European R&I system	0.64	0.22	1.49	2.14		0.00	2.14
<b>Research infrastructure</b>	<b>6.88</b>	<b>2.52</b>	<b>19.18</b>	<b>26.06</b>		<b>1.00</b>	<b>27.06</b>
Operational staff for Research infrastructure	6.34	2.34	17.91	24.24		1.00	25.24
Management and administrative support staff for Research infrastructure	0.55	0.19	1.27	1.82		0.00	1.82
<b>Agricultural promotion measures (AGRI)</b>	<b>5.99</b>	<b>2.69</b>	<b>23.16</b>	<b>29.15</b>		<b>0.00</b>	<b>29.15</b>
Operational staff for Agricultural promotion measures	5.25	2.44	21.46	26.71		0.00	26.71
Management and administrative support staff for Agricultural promotion measures	0.73	0.25	1.71	2.44		0.00	2.44
<b>Research fund for Coal and Steel (RTD)</b>	<b>9.92</b>	<b>4.61</b>	<b>20.50</b>	<b>30.42</b>		<b>0.00</b>	<b>30.42</b>
Operational staff for RFCS	9.18	4.35	18.77	27.95		0.00	27.95
Management and administrative support staff for RFCS	0.74	0.25	1.73	2.47		0.00	2.47
<b>Expert management &amp; support</b>	<b>15.35</b>	<b>4.05</b>	<b>69.30</b>	<b>84.65</b>		<b>0.00</b>	<b>84.65</b>
<b>Operational staff for Expert management &amp; support</b>	<b>13.46</b>	<b>3.39</b>	<b>65.04</b>	<b>78.50</b>		<b>0.00</b>	<b>78.50</b>
Management and administrative support staff for Expert management & support	1.89	0.66	4.27	6.15		0.00	6.15
<b>Central validation Service</b>	<b>18.67</b>	<b>4.47</b>	<b>99.40</b>	<b>118.07</b>		<b>0.00</b>	<b>118.07</b>
Operational staff for Central validation Service	16.04	3.54	93.45	109.48		0.00	109.48
Management and administrative support staff for Central validation Service	2.63	0.92	5.95	8.58		0.00	8.58
<b>Total</b>	<b>218</b>	<b>56</b>	<b>649</b>	<b>867</b>		<b>26<sup>(41)</sup></b>	<b>893</b>

<sup>(41)</sup> The 26 REA staff members financed from third countries contribution are distributed as follow: 7 temporary agents and 19 contract agents.

## H. Delegated operational appropriations

Following the Internal Rules for the implementation of the EU General Budget of 2023, REA manages operational appropriations on the following budget lines. These co-delegated budget lines to REA are mainly used for grant management but can also contain procurement and other activities. They also include appropriations for experts.

Since 2016, REA uses a *single budget line* for the management of expert evaluators of the “Horizon” research framework-programmes (i.e., for “Horizon 2020” for the period 2014-2020 and for “Horizon Europe” for the period 2021-2027), namely the budget line 01 02 05 “*Horizontal operational activities*” in 2023. This *single budget line* simplifies the management of REA’s activities for contracting and paying of expert evaluators of Horizon Europe, including for calls not delegated to the Agency (except EURATOM, Direct Actions and the ERC programmes for which the expert evaluators are not managed by REA). However, the expert reviewers/monitors remain, as previously, charged to the various budget lines of the delegated programmes.

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

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

- The Work Programme 2023-2024 may provide for delegation of selected calls/topics to REA different from what was planned at the time of establishing the Draft Budget 2023.
- The voted EU General Budget of 2023 (including the amending letters and amendments adopted by the Budgetary Authority) may be different from the Draft Budget 2023 and transfers of appropriations between the different co-delegated entities can occur until the year-end of 2023.

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Budget lines		Commitment appropriations (€ million)					Payment appropriations (€ million)				
		EU Budget*	EFTA/ EEA	FCA	Third countries contrib.	<b>Total</b>	EU Budget	EFTA/ EEA	FCA	Third countries contrib.	<b>Total</b>
<b>Horizon Europe - Pillar I “Excellent Science”</b>											
01 02 01 02	Marie Skłodowska-Curie Actions	873.48	25.26			<b>898.74</b>	601.79	17.55			<b>619.34</b>
01 02 01 03	Research infrastructures	310.10	9.00			<b>319.09</b>	90.71	4.40			<b>95.11</b>
<b>Horizon Europe - Pillar II “Global Challenges and European Industrial Competitiveness”</b>											
01 02 02 20	Cluster ‘Culture, Creativity and Inclusive Society’	266.15	7.60			<b>273.75</b>	206.69	6.29			<b>212.98</b>
01 02 02 30	Cluster ‘Civil Security for Society’	84.64	4.75			<b>89.39</b>	100.76	4.74			<b>105.51</b>
01 02 02 40	Cluster ‘Digital, Industry and Space’	21.76				<b>21.76</b>	13.95				<b>13.95</b>
01 02 02 60	Cluster ‘Food, Bioeconomy, Natural Resources, Agriculture and Environment’	1002.34	30.13			<b>1032.47</b>	574.91	18.97			<b>593.87</b>
<b>Part “Widening Participation and Strengthening the European Research Area”</b>											
01 02 04 01	Widening participation and spreading excellence	380.87	11.06			<b>391.93</b>	245.55	7.24			<b>252.79</b>
01 02 04 02	Reforming and enhancing the European R&I system	45.40	1.44			<b>46.84</b>	35.19	1.52			<b>36.71</b>
01 02 05	Horizontal Operational Activities	54.01	4.56			<b>58.57</b>	52.55	3.40			<b>55.96</b>
<b>Agricultural Promotion Measures</b>											
08 02 03 03	Promotion of agricultural products - Multi-programmes and actions implemented by the Commission under direct management	96.90				<b>96.90</b>	103.79				<b>103.79</b>

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Budget lines		Commitment appropriations (€ million)					Payment appropriations (€ million)				
		EU Budget*	EFTA/EEA	FCA	Third countries contrib.	<b>Total</b>	EU Budget	EFTA/EEA	FCA	Third countries contrib.	<b>Total</b>
<b>Research Fund for Coal and Steel</b>											
01 20											
03 01	Research programme for coal and			204.82		<b>204.82</b>			24.59		<b>24.59</b>
01 20	Steel										
03 02											
<b>Legacy - previous research framework programme</b>											
01 02	Completion of previous research						217.33	6.28			<b>223.61</b>
99 01	programmes (prior to 2021) H2020 - Marie Skłodowska-Curie actions (former 15 03 01 01)										
01 02	Completion of previous research						2.81	0.08			<b>2.90</b>
99 01	programmes (prior to 2021) H2020 - Research infrastructures (former 09 04 01 02)										
01 02	Completion of previous research						77.38	2.24			<b>79.61</b>
99 01	programmes (prior to 2021) H2020 - Research infrastructures (former 08 02 01 03)										
01 02	Completion of previous research						88.18	2.55			<b>90.73</b>
99 01	programmes (prior to 2021) H2020 - Societal Challenge 2 - Securing sufficient supplies of safe, healthy and high quality food and other bio- based products - (former 05 09 03 01)										

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Budget lines		Commitment appropriations (€ million)					Payment appropriations (€ million)				
		EU Budget*	EFTA/EEA	FCA	Third countries contrib.	Total	EU Budget	EFTA/EEA	FCA	Third countries contrib.	Total
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 2 - Securing sufficient supplies of safe, healthy and high quality food and other bio-based products - (former 08 02 03 02)						58.94	1.70			<b>60.64</b>
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 5 - Achieving a resource - and water - efficient and climate change resilient economy and society - (former 08 02 03 05 )						63.50	1.84			<b>65.33</b>
<b>Legacy - previous research framework programme</b>											
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 6 - Fostering inclusive, innovative and reflective European societies - (former 08 02 03 06)						15.45	0.45			<b>15.89</b>

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Budget lines		Commitment appropriations (€ million)					Payment appropriations (€ million)				
		EU Budget*	EFTA/EEA	FCA	Third countries contrib.	Total	EU Budget	EFTA/EEA	FCA	Third countries contrib.	Total
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 6 - Fostering inclusive, innovative and reflective European societies - (former 09 04 03 02)						6.21	0.18			<b>6.39</b>
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 7 - Fostering secure European societies - (former 18 05 03 01)						37.47	1.08			<b>38.55</b>
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 - Societal Challenge 7 - Fostering secure European societies - (former 09 04 03 03)						10.54	0.30			<b>10.85</b>
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 - Spreading excellence and widening participation - (former 08 02 04)						23.37	0.68			<b>24.04</b>
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 - Science with and for society - (former 08 02 06)						5.46	0.16			<b>5.62</b>
<b>Total of operational appropriations managed by the Executive Agency</b>		<b>3135.64</b>	<b>93.79</b>			<b>3434.26</b>	<b>2632.52</b>	<b>81.65</b>			<b>2738.76</b>