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ANNEX

ANNEX

to the

COMMISSION DECISION

**Approving the 2019 Work Programme of the Innovation and Networks Executive
Agency**

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PART 1. MESSAGE FROM THE DIRECTOR

In line with its mandate¹, the Innovation and Networks Executive Agency (hereafter 'INEA' or 'the Agency') will continue to contribute to the Commission's general objectives on transport, energy, digital and innovation policies, and in particular to the specific objectives of its four parent Directorates-General². As elaborated further down this document, the link between INEA's activities and the above-mentioned objectives is achieved through the sound and cost-efficient management of the Agency's project portfolio throughout the entire grant lifecycle.

In 2019 INEA will continue to turn policy into action. The Agency will keep on launching multiple calls for proposals, to ensure that the evaluations are performed at the highest standards of objectivity and that Grant Agreements (GAs) are concluded within the legal deadlines. One of the highlights will be the launch of a **specific call for Battery technologies** which will cross cut different topics from the two Horizon 2020 (H2020) Societal challenges managed by INEA.



Moreover, INEA will closely monitor all the actions in its project portfolio. **An unprecedented number of actions will submit Action Status Reports (ASRs) for Connecting Europe Facility (CEF)** and the Agency will work closely with its parent DGs, Member States and project promoters to address and mitigate the potential risks linked to the project implementation.

One of the challenges will remain **the management of the WiFi4EU grants** which will support the free Wi-Fi connectivity for citizens and visitors in public spaces across the Union and for which INEA will apply all new working methods as developed in 2018.

In addition to effectively performing its mandated tasks, INEA will continue striving to identify **synergies between its delegated programmes with the aim to maximise the impact of the relevant funding provided**. Namely, the Agency will try to enhance the synergies between its Horizon 2020 projects and CEF funding, and synergies between transport—energy-digital sectors.

In 2019, INEA will continue to support its parent DGs in their policy-making. For CEF, the Agency will focus on drawing upon its experience and provide valuable input to its parent DGs for the preparation of the next CEF programming period in the light of the next Multiannual Financial Framework (MFF). INEA will continue strengthening its capacity to assess project financing aspects and **promote the leverage of EU funds, e.g. via blending with other sources of funds**. INEA will also contribute to streamlining the investment process, so that an optimal use of EU funds is pursued to address the significant needs for trans-European network (TEN) financing. As regards Horizon 2020, INEA will continue to organize or participate in different thematic workshops, meetings and events aiming at the improvement of the programme's implementation and providing feedback for the next Work Programmes.

INEA's communication activities in 2019 will support the whole project lifecycle including by **highlighting synergies between the programmes** using communication products and channels. The Agency will pursue the implementation of

¹ Implementing Decision 2013/801/EU

² Full names are stated in Part 2. Mission Statement

its yearly communication goals and will continue enhancing the visibility of the funding provided with particular focus on showcasing '**success stories**' and on **ensuring visibility of the EU support**.

In terms of horizontal activities, INEA will continue to implement its annual audit plan, to assess its internal controls and will strive to **further enhance the efficiency and economy of its operations through further simplifications and new working methods**. In 2019, the Agency will place strong emphasis on the implementation of the new Internal Control Framework, confirming that it has the necessary requirements to ensure the legality and regularity of all its underlying transactions.

Last but not least, important accents for 2019 will be the new **cost-benefit analysis (CBA)**, required prior to any delegation of programmes and performed within the framework of the finalisation of the MFF 2021-2027 and **INEA's performance audit** by the European Court of Auditors which started in 2018. INEA will support in full both exercises and remains confident about their positive outcomes.

Dirk BECKERS,
Director of INEA

Key Performance indicators (KPIs)

INEA has selected the following five key performance indicators to measure the effectiveness of the implementation of its delegated tasks.

Table 1 INEA Annual Work Programme 2019 Key Performance Indicators

Key performance indicators	Target
The rate of execution of C1 commitment appropriation <ul style="list-style-type: none">• C1 commitment• Individualisation of 2018 global commitment	100%
The rate of execution of C1 payment appropriations	100%
The time to grant (TTG)³ CEF: 9 months (276 days) Horizon 2020: 8 months (245 days) ⁴	>98% of the grants signed on time
The net time to pay 30 days for pre-financing 60 days for further pre-financing 90 days for interim/final payments	>98% of the payments made on time
The residual multi-annual error rate identified at ex post control	Error rate below 2%

The selected KPIs reflect the ability of the Agency to perform its mandated tasks in order to successfully achieve the goals set by its parent DGs. Throughout the year INEA monitors the progress on its key performance indicators in an aggregate and systematic manner. This allows the Agency to take timely mitigation measures in case of deviations from the planned targets and to ensure excellence in the technical and financial management of its delegated programmes.

³ The time to grant is measured and reported in days in line with Horizon 2020 practices

⁴ Time-to-grant target for CEF is based on Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (1) Time-to-grant target for Horizon 2020 is based on Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 laying down the rules for participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)" and repealing Regulation (EC) No 1906/2006 (OJ L 347, 20.12.2013, p. 81).

PART 2. MISSION STATEMENT

The Commission delegated to INEA the task of executing the operational budget and performing all relevant activities linked to the implementation of the Union's programmes in the field of transport, energy and telecommunications

INEA's mission is to support the Commission, project promoters and stakeholders by providing expertise and high quality of programme management to infrastructure, research and innovation projects in the fields of transport, energy and telecommunications and to promote synergies between these activities, to benefit economic growth and EU citizens

infrastructures and in the field of

transport and energy research activities and innovation. The Agency's mandate covers in particular the management of parts⁵ of Connecting Europe Facility (CEF) and Horizon 2020 programmes, and the legacies of the Trans-European Transport Network (TEN – T) and the Marco Polo II programmes.

INEA works under the supervision of four parent Directorates-General (DGs): Directorate-General for Mobility and Transport (DG MOVE), Directorate-General for Energy (DG ENER), Directorate-General for Research and Innovation (DG RTD), and Directorate-General for Communication Networks, Content and Technology (DG CNECT).

INEA fulfils its mission as a trustworthy contributor to the implementation of the policies of its parent DGs. Through the execution of its delegated tasks, the Agency ensures that:

INEA's outputs contribute to deliver tangible results and thus to reach the goals set by the parent DGs and the EC

- The *best proposals* are selected for funding following the principles of transparency, objectivity and equal treatment;
- The *delegated funds are used in the most efficient manner* and are disbursed in line with the principles of sound financial management; EU budget's leverage of other sources of funds is maximised.
- *Project results, funding* and achievements are disseminated so *that visibility is given to the Commission's policies* and programme funding;
- *The Commission's services receive timely and comprehensive information* in support of the programme planning, including highlighting projects that have high relevance for policy making, dissemination and exploitation;
- Potential *synergies between sectors (transport, energy, digital) and programmes* are detected and benefits from the different funds maximized;
- Project implementation is closely monitored and risks are mitigated; Project promoters are provided with *expert technical support* and services so that their *project management capacity will further improve*;
- Valuable *input is procured for programme reviews and policy – making*.

⁵ For CEF - Transport, Energy and Telecommunications and for H2020 - Societal Challenges 'Smart, green and integrated transport' and 'Secure, clean and efficient energy'

PART 3. OVERVIEW OF OUTPUTS FOR THE YEAR

The planned outputs that INEA will deliver in 2019 are detailed below per programme sector. Their sound execution will contribute to the parent DGs' specific objectives while aiming at realising the full potential of the programmes.

All outputs and call planning schedules for 2019 per programme sector are listed in the Appendixes to this document.

3.1 CEF Transport

Specific Objective DG MOVE: A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network with the help of the Connecting Europe Facility and the innovative financial instruments (EFSI).

CEF Transport actions serve the objective of creating a modern, fully interconnected, resource-efficient, environmentally friendly and safe trans-European transport system in benefit of the EU citizens, societies and economies. It also helps the enhancement of smart, sustainable and inclusive growth and contributes to the achievement of the 20/20/20 targets⁶.

Call management and contracting

In the first half of the year, the Agency will conclude the technical evaluation of proposals submitted under the 2018 CEF Transport Multi-annual call, and will provide support to DG MOVE throughout the internal evaluation phase and the final selection of proposals. Subsequently, the Agency will inform successful and unsuccessful applicants within the timeframe provided and prepare and sign the relevant individual grant agreements.

Following the adoption of the CEF Transport Annual Work Programme, the 2019 Annual call was published on 5 December 2018, with a deadline on 24 April 2019. INEA will organise the technical evaluation of proposals submitted under the call, in close collaboration with DG MOVE. The call will focus on: cross-border rail, road and inland waterway projects as well as connections to and development of maritime ports on the TEN-T comprehensive network; and reduction of rail freight noise.

In addition, INEA will publish the Blending facility call in the second quarter of the year and will organise the technical evaluation in close collaboration with DG MOVE. A specific objective of the call will be to increase, through blending (equity, loans and / or guarantees), the participation of private sector investment in the financing of TEN-T projects, as a complement to the traditional grant funding.

INEA will also contribute to the preparation by DG MOVE of the amended Multi-annual Work Programme providing for a new call in 2020.

The Agency will prepare and sign the remaining grant agreements under the CEF 2017 Blending call (2nd cut-off phase) and the CEF 2017 SESAR call.

⁶ As per the Europe 2020 Strategy, by 2020 the EU aims at reducing greenhouse gas emissions below 20% of the 1990 levels, at ensuring that 20% of the energy in the EU comes from renewable sources, and that the energy efficiency in the EU increases by 20%.

In order to advertise the available funding opportunities, the Agency, in cooperation with DG MOVE, will continue to organise Info Days and similar events whereby it will present the features of the relevant calls and will address the potential applicants' questions.

Project portfolio management⁷

Overall, INEA will continue to monitor the entire portfolio of its operations (including actions selected under the 2017 Blending call) through regular communication with the beneficiaries and on-site visits, where necessary. It is anticipated that by 31/03/2019 an unprecedented number of actions (532) will submit Action Status Reports (ASRs), some of which also accompanied by a request for further pre-financing payment. On the basis of this exercise, the Agency will assess in detail the individual progress of actions with particular focus on identifying potential risks associated with their implementation. The Agency will notably follow-up the 2018 mid-term review of the actions under the Multi-annual Work Programme. Consequently, INEA will inform DG MOVE on the results of such analysis and, under its guidance, will take the necessary risk-mitigating measures while working closely with the beneficiaries. In this respect, as part of the CEF portfolio management, amendments to ongoing Grant agreements will be processed timely in line with the existing rules and practices. In addition, around 70 actions will submit final reports and more than 270 actions are expected to submit interim payment claims.

As regards the Programme Support Actions (PSA), INEA will continue to implement the actions supporting the Member States on the implementation of the TEN-T Core Network Corridors and the Rail Freight Corridors. Moreover, the Agency will in principle manage two actions providing technical assistance respectively to the Railway Infrastructure Managers and for the development and implementation of projects on the TEN-T core network, both in the Cohesion Member States. The exact take-over modalities of these actions from DG MOVE to INEA will be agreed between the 2 services.

Dialogue with stakeholders and feedback to policy-making

The Agency will continue to provide feedback and support to its parent DG regarding the implementation of the programme, both on financial and technical aspects. INEA will update the corridor and country progress reports which cover the use of the various forms of financial assistance provided for the realisation of the TEN-T network. Moreover, the Agency will prepare a brochure on the main achievements of the TEN-T Programme 2007-2013.

Capitalizing on its experience from the implementation of the TEN-T programme and the current CEF Transport programme, INEA will provide input to DG MOVE for the negotiation of the next CEF programme in the context of the new post 2020 Multi-annual Financial Framework.

INEA will further reflect on the improvement of the performance framework in order to assess the impact of the CEF financing towards the completion of the TEN-T network. Moreover, the Agency will strive to contribute to the revision of the performance measurement KPIs for the next CEF programming perspective.

⁷ The CEF Synergy actions are reported under this chapter while they are funded on equal contributions from both the CEF Transport and CEF Energy sectors. Similarly, both the CEF transport and CEF energy Units of INEA are responsible for their management.

Upon demand, INEA will provide feedback and possible recommendations on best practices and relevant measures to streamline permitting and authorisation procedures. The possibilities of developing benchmarks related to transport project expenditures (such as unit costs) may also be explored.

INEA will support DG MOVE in the analysis of certain horizontal priorities, in particular European Rail Traffic Management System (ERTMS), Motorways of the Seas (MoS), alternative fuels' infrastructure, intelligent Transport System (ITS), Air Traffic Management (ATM) and SESAR⁸. Furthermore, the Agency will provide assistance to DG MOVE for the definition of dual use military and civilian infrastructure in the context of the Military Mobility Action Plan and related provisions in the CEF 2 proposal.

The Agency will continue to use the Advisory Group composed of representatives from Member States, beneficiaries and other organisations to seek the advice of stakeholders on the possible simplification and improvement of the technical and financial management of CEF Transport projects. INEA will convene up to two meetings of the Advisory Group in 2019 to discuss further ways to improve the efficient administration and management of the projects.

The Agency – together with DG MOVE – will engage with REGIO and ECFIN (and other associated DGs) to ensure good exchange of information and close cooperation, aiming at a streamlining of the investment process across funds (CEF, ESIF, EFSI). Similarly, cooperation with EU regulatory Agencies and Joint Undertakings will be continued.

In 2019, INEA's Technical Advisors will support the EU Coordinators by providing project-related information and by participating in missions and meetings as required. The Agency will continue to provide input in the update of the work plans for the nine Core Network Corridors as well as for Motorways of the Seas (MoS) and the deployment of the European Railway Traffic Management System (ERTMS).

INEA will enhance further the cooperation between CEF and H2020 in order to maximise the synergies between the two programmes⁹ and thus the impact of the EU funding.

INEA will strengthen its engagement with CEF Transport stakeholders via digital communication, a range of thematic publications and participation to high level events. In addition, the Agency will assist DG MOVE in the preparation of the TEN-T days foreseen in 2020.

Finally, INEA will support project beneficiaries by providing project management and communication guidance and will continue to organise meetings in order to examine and discuss action portfolios.

⁸ Single European Sky ATM Research

⁹ Please refer to point 3.8 'Dialogue with Stakeholders and feedback to policy-making H2020' for more details.

3.2 Marco Polo II

Specific Objective DG MOVE: A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI).

The Marco Polo II actions make a contribution towards the achievement of a resource-efficient and environmentally friendly European transport system by promoting the use of alternative modes to road in the area of freight transport. Their implementation aims to ensure smarter and greener mobility and leads to the optimisation of the integration and interconnection of transport modes. Furthermore, the programme aims to reduce road congestion and to improve the environmental performance of the freight transport system.

Project portfolio management and feedback to policy making

In 2019, the Agency will continue to closely monitor the remaining ongoing actions within the existing portfolio. As part of this monitoring INEA will carry out the necessary on-site visits, especially related to the final payments, will follow-up on audit recommendations and findings and will apply strict reminder policy in line with the ex-ante control method for interim and final payments. As a consequence, the Agency will strive to optimise the use of payment credits in line with the progressive reduction of the Marco Polo II project portfolio. The latter is expected to decrease substantially during 2019 with no more than 1 project to be still ongoing after the year end.

When requested, the Agency will continue to provide feedback to its parent DGs on the performance of the Marco Polo II programme in terms of tonne-kilometre (tkm) shifted into environmentally friendly modes of transport or completely avoided in order to assess the achievements of the Programme's objectives.

In the context of phasing-out of the Programme, the dialogue with the current beneficiaries will be structured around the final closure of the few ongoing actions. INEA will also provide guidance to the beneficiaries in support of their project closure, including the calculation of the achieved results and all associated financial aspects.

3.3 CEF Energy

Specific Objective DG ENER: Further work towards a well-functioning and fully integrated internal energy market, including with interconnections.

Specific Objective DG ENER: Contributing to security of supply, based on solidarity and trust.

The CEF Energy actions strongly support the policies of the Energy Union. They contribute to the development of energy infrastructure through the promotion of competitiveness, security of energy supply, sustainable development and protection of the environment. Ultimately this leads to the completion of the EU Internal Energy Market and the Energy Union's goals.

Call management and contracting

Following the conclusions of the technical evaluation and the internal evaluation committee in December 2018, INEA will support DG ENER in the final selection of proposals received under the 2018-2 CEF Energy call. Subsequently, the Agency will inform successful and unsuccessful applicants and will prepare and sign the relevant individual grant agreements within the timeframe provided.

INEA will also assist DG ENER in the preparation of the amendment of the CEF Energy Multiannual Work Programme for the period 2014-2020. Subsequently, INEA will prepare and publish the 2019 calls for proposals, planned for the spring and early summer respectively. The calls will be published under the third Projects of common interest (PCIs) list, similarly to the 2018 ones.

Finally, in coordination with the parent DG, INEA will continue to contribute to different Information Days and similar events in order to promote the forthcoming call(s) and to provide clarity as regards the call(s) requirements.

Project portfolio management

For the ongoing actions, the Agency will receive and review the associated ASRs (estimated number - 38)¹⁰ due by March 2019 and will duly process any requests for further pre-financing and/or interim payments.

INEA will continue to monitor all of its actions through regular interaction with the beneficiaries and on-site visits, where necessary. In 2019, the Agency estimates that 25 actions will be closed and, where justified, amendments to ongoing Grant agreements will be signed.

¹⁰ Including for Synergy actions managed by the Energy Unit (C.04).

Dialogue with stakeholders and feedback to policy-making

INEA will continue to support DG ENER as regards the monitoring of all actions on the third Union list of Projects of common interest. In addition, the Agency will contribute as appropriate with information on the PCIs monitoring in support of the selection process of the 4th Union list of PCIs which will take place in 2019. This will be done in relation to the PCI Progress Watch, with the database under development by the Agency for the Cooperation of Energy Regulators (ACER), and with the updates of the Transparency Platform now managed by INEA. For the latter, the Agency will further improve the tool to ease the information exchange process and to improve the accuracy of data.

The Agency will further contribute to the Regional group meetings, as well as relevant meetings of the related High level groups for energy infrastructure (CESEC¹¹, BEMIP¹², North Seas Energy Cooperation and the Interconnections for South-West Europe group) through the provision of updated information on the status of the PCIs and in particular of the CEF financed actions. INEA will also continue to produce regular reports such as the feedback reports on the ASRs exercise and submit them to the parent DG in support of their policy-making efforts. The Agency will also produce specific publications on implementation and projects in support of the programme – in particular updating the brochure of all CEF Energy actions. Moreover INEA will provide feedback and adequate reporting on the implementation of the CEF Energy project portfolio.

In 2019, INEA will continue to strengthen the dialogue and continuous communication with all relevant stakeholders such as project promoters, Transmission System Operators (TSOs) and their European networks (ENTSO-E and ENTSOG), ACER, national regulatory authorities and EU Member States. This dialogue will particularly focus on contacts with project promoters during Information Days and/or throughout the monitoring of the implementation of their projects and will complement DG ENER's efforts in that regard. In 2019, the Agency will reiterate its participation to the Energy Infrastructure Forum and will provide support as regards specific events linked to the PCIs (e.g. PCI days) and the Transparency Platform.

¹¹ Central and South Eastern Europe Connectivity

¹² Baltic Energy Market Interconnection Plan

3.4 CEF Telecommunications

Specific objective DG CNECT: The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies.

Specific objective DG CNECT: All Europeans enjoy effective world-class connectivity through future-proof and ubiquitous digital networks and service infrastructures as underlying basis for the digital society and data economy.

The effective and efficient technical and financial management of the CEF Telecommunications Programme and projects fosters the development of Digital Service Infrastructures (DSIs) across Europe, facilitating the cross-border interoperability of digital services in the benefit of citizens, businesses and public administrations. CEF Telecom actions enable the deployment of such services in the EU and contribute directly to the development of the 'Digital Single Market'.

Call management and contracting

DSIs

In 2019, the final evaluation steps (the internal evaluation, followed by a Selection decision) will be taken for the second set of calls published in May 2018. Moreover, INEA will conduct the evaluation of the third, fourth and fifth sets of 2018 calls for proposals, published between May and June 2018 and closing at the end of the same year (November and December respectively). Subsequently, the Agency will inform the applicants on time, will prepare and sign the relevant individual grant agreements and, where applicable, will execute the first pre-financings accordingly.

Furthermore, the Multi-annual Work Programme for 2019 and 2020 is expected to be adopted in February 2019. Two sets of calls for the generic services will be published in 2019. These will cover 14 DSIs and will be launched between February and July 2019, on the basis of the indicative timeline included in the Work Programme. The Agency will organise and manage the technical evaluation of proposals and support DG CNECT in the process of the final selection. Grant agreement preparation is expected to commence in the fourth quarter of 2019, with the time-to-grant deadline expected to be mid-February 2020.

In coordination with the parent DG, INEA will continue to contribute to different Information Days and similar events in order to promote the forthcoming call(s) and to provide clarity as regards the call(s) requirements.

Finally, INEA will provide input to DG CNECT for the preparation of the amendment of Multi-annual Work Programme for 2019 and 2020 contributing with relevant feedback.

WiFi4EU

For the 2018 call, INEA will finalise the signature of all GAs in early 2019. For the subsequent call(s) in 2019, INEA will sign all grant agreements as soon as possible.

Project portfolio management

DSIs

The Agency will be monitoring the ongoing actions covering in total 14 different Digital Service Infrastructures. As regards the execution of payments, the Agency should receive the final payment claims from up to 120 actions. Based on the experience from previous years, INEA expects to handle also at least 50 requests for amendments of ongoing actions.

In addition, the Agency will pursue discussions with DG DIGIT and DG CNECT as well as with relevant DSIs owners in order to agree on methods and modalities of receiving assurance that the services implemented through the CEF Telecom actions are up and running before disbursing the respective balance payments.

WiFi4EU

INEA will be monitoring the ongoing WiFi4EU actions resulting from the 2018 call (expected number of grants: 2800). As regards the execution of payments, the first payment claims are expected in the first quarter of 2019.

In parallel, INEA will start the monitoring of the already deployed WiFi networks (for the following three years).

Dialogue with stakeholders and feedback to policy-making

DSIs

INEA will continue the already well-established coordination with the DSI owners in DG CNECT and other DGs (DIGIT, GROW, JUST, EMPL, SANTE) at each stage of the project life cycle (from call preparation, submission and evaluation, to project monitoring and closure) in order to jointly strive for efficient and effective implementation of the CEF Telecom Actions.

The Agency will continue participating in DSI-specific events and meetings, and focus on growing contacts with potential applicants mainly during information days and stakeholder-specific events organised by the individual DSI owners. INEA will also be proactive in proposing suitable actions to improve the call visibility and valorisation of programme results including the production of specific call publications, as well as a brochure on CEF Telecom project results to be distributed in relevant fora and available in electronic format.

Finally, the Agency will establish monitoring and reporting tools and mechanisms, in consultation with the parent DG, while taking into account the existing activities per DSI (e.g. DIGIT's activities).

WiFi4EU

INEA will continue contributing to implementing the initiative, striving for efficient and effective implementation of the vouchers. In addition, the Agency will establish the relevant internal reporting tools and mechanisms.

3.5 Support as regards project financing aspects of the CEF programme

INEA will provide support to its parent DGs in view of the optimal implementation of the CEF grants in conjunction with other sources of financing from the EU budget, including financial instruments. More specifically, the Agency will:

- Perform preliminary work on guidelines linked to the cost benefit analysis. This will be done in relation to CEF 2 based on guidance to be agreed with DG MOVE, and with the aim at improving the quality and consistency of the CBA.
- Finalize the work on a financial spreadsheet template for the CEF Energy calls and maintain/improve the CBA cash flow template for CEF Transport.
- In accordance with the guidance from the relevant parent DG, contribute to the design, development and implementation of the new CEF Blending Facility.
- Drawing upon the lessons learned from the 2017 Blending Call and taking into account the development of the new CEF blending facility, assist parent DGs by contributing, upon their request, to the reflection on the optimal use of grants in conjunction with other financial instruments and on the use of various sources of funding from the EU budget to support the relevant political priorities.
- Further streamline the evaluation of the socio-economic and financial impacts of the CEF project applications, including the identification of the relevant funding gaps. On the basis of the latter, INEA will assist the parent DGs in determining the financial contribution to CEF projects.
- When requested, contribute to increasing the leverage of EU funds by promoting the blending of EU grants with other type of financing and/or funding sources.
- At the demand of the parent DGs, to develop tailor-made financing suggestions by gathering input from studies, market-demand assessments, and/or by participating to dedicated working groups or organising feedback sessions with project promoters or financial institutions.
- Support exploitation of H2020 actions by raising awareness on the use of EU funding opportunities including Financial Instruments.

3.6 Horizon 2020 Energy

Specific objective DG RTD: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies

Specific objective DG RTD: To implement the Research, Innovation and Competitiveness dimension of the Energy Union, together with a forward-looking climate-change policy

Specific Objective DG ENER: Tapping the job and growth potential of the energy sector and further developing energy technologies.

Specific Objective DG CNECT: The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies.

Horizon 2020 Energy actions support the research, innovation and competitiveness priority of the Energy Union and Climate Action and Integrated Strategic Energy Technology Roadmap by contributing to the decarbonisation of the economy and the transition to a reliable, sustainable and competitive energy system. Moreover, they strive to enhance the Union's security of energy supply, the creation of growth and jobs and increased competitiveness through research and innovation for energy technologies, in particular renewable energy sources, and integration with novel digital and data management technologies. INEA's activities contribute to enabling the European Union in achieving its 2030¹³ and 2050¹⁴ climate and energy targets. Finally, Horizon 2020 Energy actions help the European Commission to uphold its international commitments and cooperation activities in the framework of the Mission Innovation initiative.

Call management and contracting

In 2019, INEA will manage the activities delegated to the Agency in the context of the Energy Societal challenge. This will include the organisation of 5 sub-calls included in the Work Programme (WP) 2018-2020 under the Low-Carbon focus area for the Energy Societal Challenge. It should be noted that one of these sub-calls is the first stage of the 2019 Renewables two stage call for which the deadline and evaluation for the second stage will take place in spring 2019. Correspondent first stage evaluations will take place at the end of 2018.

In total, INEA will be responsible for the management of 20 topics ranging from Research & Innovation Actions (RIA), Innovation Actions (IA) and Coordination & Support Actions (CSA), representing a total budget of EUR 462.65 million, battery topics excluded. INEA estimates that it will evaluate around 500 proposals in all 5 sub-calls.

In 2019 for the first time a call dedicated to battery technologies will be launched and evaluated by INEA. It will incorporate 3 topics from the Energy Societal challenge and 4

¹³ The 2030 climate and energy framework builds on the 2020 climate and energy package and sets the following targets for 2030 – cuts of at least 40% in greenhouse emission levels from 1990, at least 27% share of renewable energy and at least 27% improvement in energy efficiency.

¹⁴ The Energy Roadmap sets a long-term goal, by 2050, of reducing greenhouse gas emissions by 80-95%, when compared to 1990 levels through four main routes to a more sustainable, competitive and secure energy system. These are energy efficiency, renewable energy, nuclear energy, and carbon capture and storage.

topics from the Transport Societal challenge and will have a budget of EUR 44 million for the 3 energy topics.

In order to advertise the available funding opportunities, the Agency, in cooperation with its parent DG, will continue to organise Info Days and similar events whereby it will present the futures relevant calls and will address the potential applicants' questions.

During the year around 30 new GAs are likely to be signed from the 2018 calls and around 52 GAs are expected to be signed from the 2019 calls. All GAs should be signed on time and pre-financings will be paid accordingly.

Project portfolio management

The majority of projects ongoing at the end of 2018 will submit reports in 2019, with well over one thousand deliverables to be checked and approved by the Agency. In particular, 183 periodic reports are expected of which 117 projects will deliver interim reports and 66 final reports. All reports will be accompanied by a request for payment. For some reviews, external monitors will be contracted to assist the project officers in their technical assessments. Amendments will also represent a significant workload with around 100 of them expected to be processed in 2019. Around 50 projects are expected to be closed by the year end.

3.7 Horizon 2020 Transport

Specific objective DG RTD: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies

Specific objective DG MOVE: An innovative transport sector: Ensure the effective implementation of funding for research and innovation activities in the transport area under Horizon 2020.

Horizon 2020 Transport actions support the 'European Strategy for Low-Emission Mobility' and a low-carbon competitive economy. In addition, they contribute to the achievement of a European transport system that is resilient, resource-efficient, climate and environmentally-friendly, safe and seamless for the benefit of all citizens, the economy and the society. They ensure an effective implementation of research and innovation activities in the transport area, tackling the Commission's priorities of 'Jobs, Growth and Investment', 'Energy Union and Climate', 'Digital Single Market' and 'Stronger Global Actor'. H2020 Transport also contributes to the key areas of work of GEAR 2030¹⁵, in particular via its activities in Automated Road Transport (ART), and to the Strategic Transport Research and Innovation (R&I) Agenda, as a key component of the Energy Union's R&I Strategy.

Call management and contracting

In 2019, INEA will manage the activities delegated to the Agency in the context of the Transport Societal challenge. This will include the organisation of 4 sub-calls under the

¹⁵ GEAR 2030 is an EU High level group that focuses on the adaptation of the value chain to new global challenges, the automated and connected vehicles and trade, international harmonisation and global competitiveness.

calls 'Mobility for Growth' (MG), 'Green Vehicles'(GV) and 'Automated Road Transport' (ART), in the context of WP 2018-2020. INEA will manage one blue growth topic from the 'Blue Growth' (BG) focus area. This topic will be part of the Mobility for Growth call.

In total, INEA will be responsible for the management of 19 topics ranging from RIA, IA and CSA, representing a total available budget of about EUR 284 million. INEA estimates that it will evaluate around 500 proposals in all sub-calls.

The evaluation of proposals submitted under the 2019 calls is foreseen for the first and the fourth quarter of the year. An estimated number of 380 proposals are expected for the first evaluation period with another batch of 150 proposals foreseen for the second one.

In 2019 for the first time a call specific for Battery technologies will be launched and evaluated by INEA. It will incorporate 3 topics from the Energy Societal challenge and 4 topics from the Transport Societal challenge and will have a budget of EUR 70 million for the 4 transport topics.

The Agency, in cooperation with its parent DG, will continue to organise Info Days and similar events whereby it will present the futures of the relevant calls and will address the potential applicants' questions.

In total 31 GAs are likely to be signed from the 2018 two stage calls and a similar number (34) is expected from the 2019 single stage calls. INEA will inform the applicants and will proceed with the signature of the GAs according to the deadlines provided. All new projects will have pre-financing to be paid following the signature of the grants.

Project portfolio management

It is anticipated that 83 projects will deliver interim reports and another 63 projects will submit final reports. In total, more than thousand deliverables will have to be checked with the relevant payments to be executed. For some of these projects external monitors will be contracted to assist the project officers in their technical assessments. Amendments to the GAs will also represent a significant workload for the Agency.

3.8 Dialogue with stakeholders and feedback to policy-making Horizon 2020¹⁶

INEA's activities on feedback to policy-making intend to facilitate the use of project results for policy purposes. The Agency will continue to provide feedback from the evaluation of calls for proposals, project implementation results (particularly via the project factsheets and fiches) and insights from sector specific project cluster meetings. Moreover, INEA will continue to contribute to any discussions on the research and innovation activities of the European Commission in the context of the forthcoming Multi-annual Financial Framework.

During the grant preparation process and whenever relevant, INEA will flag projects with policy relevance both via the available IT tools and direct communication with the policy making entities. The Agency will continue to foster its relationship with the Parent DGs both at individual level (Project Officer to Policy Officer direct communication) and at institutional level, via regular meetings, cluster and high relevance events. In addition, INEA will encourage relations at working level with the other Executive Agencies responsible for the implementation of the H2020 Energy and Transport

¹⁶ This section refers to both Horizon 2020 Energy and Horizon 2020 Transport

challenges, in particular EASME (Energy Efficiency and SME instrument) and REA (Blue Growth). These links will continue to be particularly important in the context of the new approach towards Horizon Europe and the last Horizon 2020 Work Programme which significantly relies on coordination with other implementing bodies.

Where relevant, INEA will continue to identify possible synergies between its projects and other EU financial instruments, with particular focus on [InnovFin](#)¹⁷ and CEF. The Agency will aim at maximising the added value of the EU funding and to promote further exploitation of its projects' results. Furthermore, the outcomes of these exercises can also provide interesting insights for future R&D policies developments. Moreover, the Agency will continue its active participation to the Coordination groups and Programme or Steering committees established as part of the Horizon 2020 governance for the implementation and improvement of the programme.

As part of the European Battery Alliance, INEA will manage the new calls on "Next-Generation of Batteries" (BAT), which are cutting across the Energy and Transport Work Programmes. The Agency is already working closely with the Parent DGs for the planning of these calls and intends to maintain this close relationship in support of this initiative.

As far as the Energy sector is concerned, INEA will also continue its efforts to promote synergies between ongoing projects by organising further thematic workshops with project coordinators and partners. The workshops are also used as a platform for both INEA and project promoters to provide direct feedback to policy-makers. INEA will continue to provide technical contributions to the definition of the topics for the H2020 Secure, Clean and Efficient Energy Work Programme for 2020. In addition, the Agency intends to participate in the flagship SET Plan Conference, which is also seen as a specific opportunity to foster relationships with Parent DGs. Furthermore, INEA will continue to contribute to the H2020 principle of openness to the world via the international partnerships with Mission Innovation countries and specifically with USA, Canada, Mexico, South Korea, India, Brazil and by providing feedback on our lessons learned regarding these cooperation.

From the H2020 Transport perspective the targeted Coordinators workshops will continue to be organised, counting on the participation of the Parent DGs, together with some thematic cluster workshops. The Agency intends to have an active participation and to support parent DGs as requested at high-level events in order to meet and pursue a constructive dialogue with its key stakeholders (i.e. EU CAD 2019, ERTRAC conference, Civitas Forum 2019, ITS World Congress 2019, UITP Europe, Le Bourget Air Show and Aerodays). In addition, INEA will continue to support the parent DGs in their active international cooperation, in particular with the already established relationships with China, Canada, Japan, Australia, Singapore and USA. Upon demand, INEA will support its Parent DGs for the establishment of a new flagship international cooperation as planned for 2019.

Finally, the agency intends to collaborate with the responsible parent DGs in the Projects for Policy initiative for the topic areas of Green Shipping and Aviation Noise and to provide the necessary support for the Battery Initiative and the potential initiative on Aviation R&I Infrastructures. The Agency will contribute to the build-up of the H2020 project information available in TRIMIS.

¹⁷ Tailored financing tools managed by the EIB and aimed at supporting Horizon 2020 projects.

3.9 Dissemination and Exploitation (D&E) of Horizon 2020 research projects results

In 2019, INEA will be in good position to provide support to the consortia for the efficient dissemination and exploitation of their results. This is due to the fact that a significant number of the Agency's H2020 projects will be reaching their midterm or final stage.

INEA will continue to host its in-house workshops with the aim to support project promoters in their networking and results dissemination efforts. In addition, these events will also provide opportunities for the project promoters in the same or related thematic areas to plan and coordinate common dissemination and communication actions. INEA will continue to identify possible synergies between different thematic projects and will promote the added value of its portfolio by exploring possible links with other financial and advisory instruments (such as InnovFin or CEF for example) to enhance results exploitation.

In order to allow for an easy access to information and facilitate the communication of INEA's project portfolio, the Agency will continue to periodically update its projects factsheets and the H2020 compendium available on its website.

In addition, INEA will continue its active involvement in the Common Support Centre (CSC) and in the new D&E network (former DiEPP), as well as in promoting their pilot initiatives to our H2020 projects and supporting an effective follow up of its results. In particular, and building on its previous experience, INEA will make use of the new Common Dissemination and Exploitation Booster and the Innovation Radar amongst other CSC's pilots initiatives. Where needed, INEA will further promote the Support Services for Exploitation of Research Results (SSERR), which helps researchers in the area of Energy to better describe their research results, to assess their exploitability and to setup comprehensive exploitation plans. Lastly, INEA in cooperation with the parent DGs, will also support the communication on projects results targeted to potential investors as committed in the Communication Accelerating Clean Energy Innovation¹⁸ by identifying 'promising stories' for the annual monitoring reports and 'success stories' for the evaluation reports or the organisation of events. The Agency will work together with the parent DGs to integrate information regarding project results via the Horizon 2020 and R&I websites, as well as initiatives like the Strategic Energy Technologies Information System (SETIS) and TRIMIS. Together with the parent DGs, the Agency will encourage and support ongoing projects in their efforts to engage the wider stakeholder community through targeted information and dissemination activities.

In support of the available funding, events and project results, INEA will produce specific communication materials and publications in 2019, aiming in particular to potentially target ITS, Urban Mobility, Automated Road Transport, Waterborne Transport, Road Safety, Aviation, Photovoltaic, Local Storage, and Smart Distribution Grid projects. Synergies will be promoted via a specific publication covering R&I to deployment.

¹⁸ (COM 2016)763

PART 4. ORGANISATIONAL MANAGEMENT

As a horizontal objective, INEA will endeavour to maximise the efficiency of its resources and administrative support in order to ensure that the organisation is fully 'fit for purpose' and ultimately, that it will achieve its operational goals. Through the provision of high level horizontal services as per the objectives laid down in the present AWP 2019, the Agency will support the effective implementation of its delegated programmes.

4.1 Relevant objectives and indicators

4.1.1 Human Resource Management

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

Recruitment and personnel management

The greatest asset of INEA is its motivated, dedicated and competent staff empowered to achieve the Agency's mission and strategic objectives. In 2019, INEA will perform an in-depth analysis of the 2018 EC Staff Satisfaction Survey and, if necessary, will suggest relevant actions in accordance to its results.

In 2019, INEA will continue its recruitment efforts fostering non-discrimination and equality and aiming at reaching a vacancy rate of maximum 3% at year-end. In addition, the Agency will implement its action plan to increase the retention rate of its staff.

Furthermore, the Agency will continue its efforts to integrate new staff members by organising regularly welcome session trainings as well as dedicated newcomer events with management (Director's coffee, Breakfast for newcomers, etc.).

INEA will continue to monitor its workload in order to take appropriate measures when required. Such measures can take the form of redeployment, redistribution of posts and regular reviews by INEA's management team.

Career development & Learning

In line with the priorities set out in the Learning and Development programme and as a result of the learning needs analysis performed in 2018, the training opportunities will be enlarged. Concrete actions are listed in the table of outputs below.

Regarding the competency mapping exercise, the Agency plans to extend it to all major profiles (currently it is applied to Secretaries and Team Leaders only). The aim is to provide all job holders, as well as management, with the adequate tool to assess the advanced skills required for the different profiles and their further professional development.

Staff well-being

The Agency will organise different events in the context of the Commission's programme 'fit@work'. They will offer staff with a selection of activities which contribute to better working conditions and improve personnel's well-being (Vitality week, *VeloMai*, participation of staff in sports events, etc.). The Agency will also continue to advertise to its staff the health & well-being lunchtime conferences that DG MOVE is organising and opening up to INEA staff as well.

In addition, INEA will continue to encourage teleworking within the annual target of 15%. By doing so, the Agency will offer its staff the opportunity for flexible working arrangements whilst enhancing their motivation and productivity.

Other actions may also derive from the outcome of the 2018 Staff Satisfaction Survey.

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

Source of data: Commission staff survey

Baseline (2016)	INEA	Target (2019)
49.2%		62% of the people expressed positive opinion that the Commission cares about their well-being

Indicator 2: Staff engagement index

Source of data: Commission staff survey

Baseline (2016)	INEA	Target (2019)
68.2%		70%

Indicator 3: Vacancy rate

Source of data: INEA statistics

Baseline (2018)	INEA	Target (2019)
5.4%		3%

Indicator 4: Proportion of female holding Head of Sector, Team Leader or Senior Project Manager posts

Source of data: INEA statistics

Baseline (2018)	INEA	Target (2019)
41%		Stable

Indicator 5: Percentage of staff who consider the Agency to be a diverse and inclusive working environment

Source of data: Commission staff survey		
Baseline (2016)	INEA	Target (2019)
74%		75%
Indicator 6: Percentage of staff who feel that they achieve a good balance between their work and private life		
Source of data: Commission staff survey		
Baseline (2016)	INEA	Target (2019)
55%		60%
Indicator 7: Percentage of staff who do structural teleworking		
Source of data: INEA statistics		
Baseline (2018)	INEA	Target (2019)
19%		20%
Indicator 8: Percentage of newcomers' overall satisfaction regarding the integration process in the Agency		
Source of data: INEA newcomers integration report		
Baseline (2017)	INEA	Target (2019)
82%		85%
Indicator 9: Percentage of staff who feels that they have opportunity to participate in the learning and development activities needed to be efficient in the job		
Source of data: Commission staff survey		
Baseline (2016)	INEA	Target (2019)
66%		70%
Indicator 10: Percentage of staff satisfied with the visibility of Senior Management Team in communicating via different means with staff.		
Source of data: Commission staff survey		
Baseline	INEA	Target (2019)

(2016)		
60%	60%	
Main outputs in 2019:		
Output	Indicator	Target
Complete analysis and follow-up action plan for the Staff Satisfaction Survey 2018	Follow-up action plan	Approved by the Management by Q3 2019
Organise training on conflict management and mediation skills for managers	Delivery of the training	Training organised by the end of 2019
Organise trainings to improve overall communication skills	Delivery of trainings (e.g. delivering powerful presentations and write with impact)	Trainings organised by the end of 2019
Extension of the competency mapping exercise	The mapping is extended for all major profiles for the Agency	Exercise to be finalised by Q3 2019

4.1.2 Financial management: Internal Control and Risk Management

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

INEA's financial management and Internal Control represents a comprehensive system of internal controls put in place which, by way of managing risks, provides reasonable assurance that the budget and other resources are used in a regular, ethical, economical, effective and efficient manner towards the achievement of the Agency's objectives. INEA's 2019 objectives and concrete outputs in the area of financial management and internal control are outlined below.

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

In addition to implementing the annual audit plan a review of INEA's Multi-Annual Audit Strategy 2017-2024 will take place in 2019. It will complement INEA's ongoing efforts to maintain the error rate below 2% for CEF and the Legacy programmes and between 2-5% for H2020 and will take stock of the 2017 and 2018 audit results as well as of the effectiveness of controls, sampling methodology, targeted financial coverage and estimated number of audits. Adjustments to the Strategy (if required) will be made, based on the results of this review.

Indicator 1: Estimated residual error rate

Source of data: Residual Error rate calculations for TEN-T, Marco Polo II legacy programmes, H2020 and CEF (by sector).

Baseline (Marco Polo II and TEN-T residual error over 2007-2013 programme)	Target
Below 2%	Maintain residual error rate below the materiality threshold of 2%
Baseline (CEF – all sectors)	Target
Below 2%	Maintain residual error rate below the materiality threshold of 2%
Baseline (H2020)	Target

2-5%	Maintain residual error rate below the materiality threshold of 2-5% ¹⁹	
<p>Indicator 2: Estimated overall amount at risk at payment for the year for the entire budget under INEA responsibility</p> <p>Source of data: ABAC</p>		
Baseline: 2018 AAR	Target:	
[EUR 25.7 – 26.4 million]	Below the materiality threshold of 2%	
<p>Indicator 3: Estimated future corrections</p> <p>Source of data: ABAC</p>		
Baseline: 2018 AAR	Target	
[EUR 12.4 – 12.5 million]	All corrections as proposed in the ex-posts audits implemented.	
<p>Main outputs in 2019:</p>		
Output	Indicator	Target
Delivery of the 2019 INEA Annual Audit Plan ²⁰	% completion of programmed audit fieldwork in 2019	For the 2019 INEA annual audit plan (CEF and Legacy programmes), 100% of planned audit fieldwork to be completed by the end of 2019
Revised INEA's Multi-Annual Audit Strategy 2017-2024	The Strategy is revised taking into consideration the 2017 and 2018 audit results	Revised document to be submitted to Management by June 2019

¹⁹ As provided in the Horizon 2020 Ex-post Audit Strategy (Ares(2015)5065901)

²⁰ INEA is responsible for carrying out the audit work for the CEF and Legacy programmes. The audits for the H2020 programme are performed by the Common Audit Service (CAS) of DG RTD with target of 95% of planned field work to be completed by the end of 2019.

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

Following the revision of its Internal Control Framework (ICF) in 2018, INEA is now fully aligned with the Commission in terms of Internal Control components and principles and has therefore moved from a more compliance-based approach to a principle-based system. The new framework allows for the necessary flexibility to reflect the specific characteristics and working modalities of the Agency while, at the same time, ensuring a consistent assessment across the Commission.

INEA's Risk Management exercise traditionally follows a bottom-up approach that first defines the Units' risk registers, which are subsequently embedded into the Departmental ones and ultimately compose the High level risk register of INEA. This approach aims at identifying any risks at all levels, by those who are more likely to experience them. In conclusion of the Risk Management exercise referring to 2019, INEA has identified a number of risks as well as their significance according to their likelihood and impact. The Agency will put in place identified preventive and mitigation measures and will re-assess the risk level, as well as the measures in place, in view of integrating all progresses made by the time of the mid-term review.

As regards sound financial management, the Agency will monitor the budgetary execution to make sure that KPIs are reached following the principles of economy, efficiency and effectiveness. In addition, the Agency will take into account the results of the CEF Transport mid-term review so as to revise the multi-annual commitment planning with the aim to ensure that appropriations are allocated efficiently and re-injected where possible. At the same time, INEA will take into account the particularities of the WiFi4EU programme and will update its Control Strategy accordingly.

Indicator 1: Conclusion reached on cost effectiveness of controls

Source of data: Annual Activity Report 2018

Baseline (2018)	Target
Yes, controls are cost effective	Yes, controls are cost effective

Indicator 2: Percentage of total cost of controls over total operational expenditure

Source of data: Annual Activity Report 2018

Baseline (2018 AAR)	Target
1.01%	Costs are maintained around 1% of the total operational expenditure

Main outputs in 2019:

Output	Indicator	Target
Timely execution of payments	1.Net average time to pay 2.Percentage of payments on time	>98% made within the legal deadlines

Open recommendations from European Court of Auditors (ECA)	Number of critical recommendations from ECA overdue for more than 6 months	None
Revision of INEA's Control Strategy	Delivery of the strategy including WiFi4EU	Adopted by Q2 2019
Lunchtime training session on the revised Internal Control Framework and the relevant Internal control monitoring indicators	1 session organised	Before the mid-term assessment (end of Q2 2019)

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the EA, based on INEA anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

An Anti-fraud Strategy (AFS) at Agency level is essential in promoting a high level of fraud awareness amongst INEA's management and staff as well as for external stakeholders, and to help minimise the adverse impact that fraud may have on the effectiveness and reputation of the organisation. The strategy also serves as a management means of communication for the Agency staff that there is a zero tolerance for fraud in all Agency operations and any wrongdoing is reported using the appropriate channels. A revision of the agency's AFS is undertaken every two years, the latest dating from the end of 2018. The outcome of this revision, the Action Plan, will be implemented in 2019.

INEA will also continue to convene training sessions on 'Fraud Staying Vigilant'. The training is done twice a year in collaboration with OLAF and aims at raising awareness on the fraud. The target population for this training is identified at 100% of the staff in INEA.

Indicator : Updated anti-fraud strategy of INEA, elaborated on the basis of the methodology provided by OLAF

Source of data: INEA AFS

Baseline (Last update)	Indicator	Target
Yes, AFS in place and last updated in 2018	AFS is kept updated	Maintain AFS in place and update every 2 years as stated in the document

Indicator 2: Fraud awareness is increased for target population(s) as identified in INEA AFS

Source of data: INEA AFS

Baseline (2018)	Indicator	Target
80%	% of staff reached through training on AFS and fraud	100% of staff reached

	prevention	
Main outputs in 2019:		
Output	Indicator	Target
Delivery of training on AFS and fraud prevention	Twice per year	Completed by Q4

4.1.3 Information management

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

In 2019, INEA will continue to apply the standard Commission's rules for document management and will continue its efforts to reduce further the number of its paper files and signatories.

During 2019, INEA will implement its Knowledge Management, Information and Data Action Plan, which supports seven of the objectives under the following three Commission priorities:

- Working together and sharing information and knowledge
- Maximising use of data for better policy-making
- Creating a culture of knowledge sharing and learning

A tutoring scheme will help to connect and support staff. Collaborative working methods will be enabled via intranet collaborative and social features, as well as further development of INEA's collaborative workspace on myintracomm, and the use of the QlikSense applications for sharing data. The potential of INEA's data for communication purposes will also be examined and processes put in place to exploit it. Knowledge centres per programme will be built in specific sections on the Agency's intranet.

Concrete actions are listed below.

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

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

Baseline (2018)	Target
0.12%	0%

Indicator 2: Percentage of HAN files readable/accessible by all units in the EA

Source of data: HAN statistics

Baseline (2018)	Target
97.32%	Above 90%

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

Source of data: HAN statistics		
Baseline (2018)	Target	
81.39%	90%	
Main outputs in 2019:		
Output	Indicator	Target
Further development of INEA's collaborative workspace in SharePoint	Transfer of INEA's collaborative workspace to the Agency's own 'DG site'	Q1 2019
Further development of the QlikSense application	Finalisation of the project for the transfer of the management reporting to QlikSense and investigate the possibility to implement stage 2 of the project as described in the Strategy for the revision of the management reporting system	Q1 2019

Information systems management

The Agency will continue to use the corporate systems such as ARES, SYSPER, ABAC for processing and recording data in combination with the corporate and local information management systems (COMPASS, SyGMA, TENtec). In particular, TENtec developments will continue to support the project cycle for all CEF Transport, Energy and Telecom actions in line with the annual call planning. Furthermore, INEA will continue to provide input to the e-grants project for the CEF 2 programme.

The aim in the IT infrastructure field will be to improve the user experience, reinforce cybersecurity and increase the mobile working methods of the INEA staff. The migration to the Windows 10 platform will be an important milestone combined with the renewal of server and storage infrastructure and the replacement of ageing desktops with more powerful laptops. Furthermore, the Agency will investigate the deployment of the Unified Communications & Collaboration (UCC) system which would allow INEA staff to integrate several communication channels (telephony, instant messaging, videoconference and document collaboration) by using only one tool.

4.1.4 External Communication

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

INEA's communication activities in 2019, for both CEF and H2020 programmes, will support the whole project lifecycle, engaging with stakeholders and beneficiaries – and finding synergies between the programmes using communication products and channels. Through them, the Agency will continue to play a vital role in delivering the core messages of the Commission focussing on concrete actions supported by its delegated programmes that are important for the European citizens and their well-being.

INEA's communication activities will focus on raising visibility of the available funding and the resulting project results and successes. This includes promotion of the funding opportunities with the aim of increasing the quality of applications and extending the pool of applicants to new communities. The Agency will support the applicants via digital and audio-visual communication, events and publications.

As many of the projects launched at the beginning of CEF and H2020 programmes will reach different level of maturity in 2019, INEA's communication will focus on preparing success stories and promoting them via all available channels, and also supporting corporate communication initiatives like 'EUInvest' and 'Budget for results'. In addition, INEA will update the three sector CEF implementation brochure which was published in 2017.

In 2019, the Agency will engage with stakeholders through participation to high-level conferences and support for communication for policy events such as the CEF Conference Days, national info days, the World ATM Congress, the ITS Congress, the European Infrastructure forum, ICT Proposers Day, the Paris Air Show, Civitas, European Utility Week, EU Sustainable Energy Week etc. The Agency will also continue its efforts to create communication synergies between CEF, Horizon 2020, EFSI and cohesion policy/ESIF.

INEA will renew its Multi-annual Strategy for the period 2019-2021. In particular, the Agency will focus on the implementation of the new Action plan, including the elaboration of templates and guidance for beneficiaries to promote their project actions via social media and the revamp of INEA's external website.

Finally, INEA will provide support for its staff in their role as ambassadors for the Agency, and therefore for the Commission and the EU, through the organization of a dedicated lunch training session. The aim will be to guide them in helping to promote the programmes, projects and INEA. This will include ensuring that they are kept updated and informed about anything that has an impact on their work.

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

Source of data: Standard Eurobarometer

Baseline: November 2014

Target: 2020

Total 'Positive': 39%

Positive image of the EU \geq 50%

Neutral: 37 %

Total 'Negative': 22%		
Main outputs in 2019:		
Output	Indicator	Target
Reach of communication actions via events (info days)	Number of participants physical/online	≥ 25,000
	% Newcomers	≥ 50%
	Satisfaction rate	≥ 90%
	% participants who find it useful for preparing an application	≥ 90%
	% participants who will share the information	≥ 90%
Reach via publications	Number distributed/downloaded	≥ 18,000
	Satisfaction rate	
	% readers who will share the information	≥ 90%
Reach via videos	Number of views	≥ 660,000
	Cost per view	≤€0.05
Reach via social media	Number of impressions	≥ 3,400,000
	Number of followers	≥ 12,000
	Number of posts	≥ 1,500
	Engagement rate	≥ 1.2%
	Number of hashtag mentions	≥ 4,100
	Number of retweets/likes	≥ 20,000
Reach via INEA's website	Number of unique visits	≥ 300,000
	Number of page views (funding)	≥ 240,000
	Number of page views (projects)	≥ 230,000
	Number of page views (vacancies)	≥ 750
	Number of downloads	≥ 225,000
	Satisfaction rate	≥95%
Implementation of the 2019 Action plan linked to the renewed Multi-annual	100% of the 2019 actions to be implemented	Delivered by Q4 2019

Communication Strategy for the period 2019-2021		
Elaboration of templates and guidance for beneficiaries to promote their project actions	Templates for beneficiaries to promote their project actions in place	Delivered by Q4 2019
Revamp of INEA's external website including synergies between programmes and projects	New layout of INEA's website	Delivered by Q4 2019
Lunch session for INEA's staff on how to promote the Agency, its programmes and projects	1 session organised	By the end of 2019
Update of the three sector CEF implementation brochure	Updated brochure	Updated brochure to be prepared by May 2019

Source of data: web + social media +video analytics, info day attendance (including web streaming + video on demand, participation to other events that INEA attends/supports, publications distributed.

Annual communication spending:

Baseline (2018)	Estimated commitments (2019)
EUR 208,276	EUR 350,000

4.1.5 Initiatives to improve the 'economy' and 'efficiency' of the financial and non-financial activities

Initiative 1 Introduction of a new reporting tool

In 2018, INEA finalised its Reporting Strategy focusing on the revision of the management reporting system. The document suggests that an interactive dashboard tool is introduced in a way to bring together all the current reports in one place and to allow for the data visualisation and analysis. The selected tool is QlikSense and the project is expected to yield, among others, the following benefits:

- ✓ to establish a holistic approach for the monitoring of the main operations and KPIs of the Agency (all in one place);
- ✓ to allow for close to real-time monitoring of the Agency's operations;
- ✓ to boost the overall efficiency of INEA's operations by improving the monitoring process while reducing the chances for missed opportunities for early reaction;
- ✓ to facilitate the data and information sharing process between the Agency and its parent DGs (stage 2).

The implementation of this project is conceived to happen in 2 stages. The first stage has started in 2018 and is scheduled to continue until February 2019, when full deployment of the tool is expected. Then, the results will be presented to INEA's Steering Committee and on a demand-driven basis a separate dashboard will be elaborated so as to enhance the data sharing between the Agency and its parent DGs. This phase is expected to run until the end of the year. In consequence, INEA will not only improve its management reporting but will also professionalise further its current data sharing with the Parent DGs.

Initiative 2 Further simplification measures

As a result of the first exercise to simplify its processes, INEA implemented throughout 2017 and the first semester of 2018 a series of changes in its procedures and internal workflows. Based on the experience gained, an evaluation was performed during the summer of 2018 on whether additional simplification measures could be implemented. It showed that overall the Agency has increased its productivity by reducing the administrative burden whilst simultaneously maintaining its robust internal control procedures. However, the assessment also showed that a margin for improvement remained in certain areas as some procedures were still perceived cumbersome. In order to solicit bottom-up ideas from all staff and identify the concrete additional actions suitable for further simplification, INEA launched a staff survey in November 2018. In 2019, the Agency will focus on the implementation of these new actions summarized in an Action plan. An example of an activity which is expected to further improve INEA's internal working methods is the complete revamp of INEA's Manual of Procedures which is expected to be done during 2019. The idea is to transform the Manual of Procedures to a vivid and user-friendly on-line platform whilst simultaneously scrutinizing the entirety of the Agency's procedures for duplications and/or gaps.

4.2 Operating budget, staff and operational appropriations

INEA will continue to dedicate efforts towards the optimization of the operating budget's implementation and achieving its objectives in a cost efficient way. The regular revisions of the budget will allow adjusting the budget to the actual needs and updated spending plan of the Agency. In addition, INEA will continue to ensure the timely implementation of the budget.

INEA's 2019 draft Operating budget amounts to EUR 28,821,500 for a total staff of 307 (including 5 Contract Agents financed from EEA/EFTA revenues). It has been divided between INEA's Annual Work Programme objectives as described in the tables below.

4.2.1 Operating budget

Table 2 Operating budget – Budget titles

Budget title		EU contribution	EFTA/EEA contribution	Third countries' Contributions	Total appropriations
Title 1	Staff expenditure	22,935,260	157,732	130,508	23,223,500
Title 2	Infrastructure and operating expenditure	4,162,685	28,628	23,687	4,215,000
Title 3	Programme support expenditure	1,372,347	6,054	4,598	1,383,000
Total		28,470,293	192,414	158,793	28,821,500

Table 3 Operating budget – Budget titles per programme/sector

Programmes	Title 1			Title 2			Title 3			Total		
	EU Budget	EFTA/EEA	Third countries contribution	EU Budget	EFTA/EEA	Third countries contribution	EU Budget	EFTA/EEA	Third countries contribution	EU Budget	EFTA/EEA	Third countries contribution
Subtotal	-	-	-	-	-	-	-	-	-	-	-	-
Marco Polo Legacy												
Operational	60,264	-	-	10,938	-	-	4,131	-	-	75,333	-	-
Horizontal	15,066	-	-	2,734	-	-	1,033	-	-	18,833	-	-
Subtotal	75,330	-	-	13,672	-	-	5,164	-	-	94,166	-	-
CEF Transport												
Operational	8,798,530	-	-	1,596,908	-	-	603,170	-	-	10,998,609	-	-
Horizontal	2,199,632	-	-	399,227	-	-	150,793	-	-	2,749,652	-	-
Subtotal	10,998,162	-	-	1,996,136	-	-	753,963	-	-	13,748,261	-	-
CEF Energy												
Operational	1,627,125	-	-	295,319	-	-	111,545	-	-	2,033,989	-	-
Horizontal	406,781	-	-	73,830	-	-	27,886	-	-	508,497	-	-
Subtotal	2,033,907	-	-	369,148	-	-	139,431	-	-	2,542,487	-	-
CEF Telecoms												
Operational	3,061,532	11,927	-	555,659	2,165	-	209,879	818	-	3,827,070	14,910	-
Horizontal	765,383	2,982	-	138,915	541	-	52,470	204	-	956,768	3,727	-
Subtotal	3,826,915	14,909	-	694,574	2,706	-	262,349	1,022	-	4,783,838	18,637	-
H2020 Energy												
ENER - operational	983,127	23,398	21,381	178,435	4,247	3,881	34,640	824	753	1,196,202	28,470	26,015
ENER - horizontal	245,782	5,850	5,345	44,609	1,062	970	8,660	206	188	299,050	7,117	6,504
RTD - operational	1,534,343	36,517	33,369	278,479	6,628	6,056	54,062	1,287	1,176	1,866,884	44,432	40,601
RTD - horizontal	383,586	9,129	8,342	69,620	1,657	1,514	13,515	322	294	466,721	11,108	10,150
Subtotal	3,146,838	74,895	68,437	571,142	13,593	12,421	110,877	2,639	2,411	3,828,857	91,127	83,270
H2020 Transport												
MOVE - operational	332,121	7,904	7,223	60,279	1,435	1,311	11,702	279	254	404,102	9,618	8,788
MOVE - horizontal	83,030	1,976	1,806	15,070	359	328	2,926	70	64	101,026	2,404	2,197
RTD - operational	1,951,166	46,438	42,434	354,131	8,428	7,702	68,748	1,636	1,495	2,374,046	56,502	51,630
RTD - horizontal	487,792	11,609	10,608	88,533	2,107	1,925	17,187	409	374	593,511	14,126	12,908
Subtotal	2,854,109	67,928	62,071	518,013	12,329	11,266	100,563	2,393	2,187	3,472,685	82,650	75,524
Total per Source of Financing within each Title												
	22,935,260	157,732	130,508	4,162,685	28,628	23,687	1,372,347	6,054	4,598	28,470,293	192,414	158,793
Total per Budget Title	23,223,500			4,215,000			1,383,000			28,821,500		

4.2.2 Human resources

Programmes	Staff (EU Budget and EFTA)				
	TAs	Of which Seconded officials	CAs	Total	%
Marco Polo Legacy					
Operational	0.2	0.0	0.6	0.8	
Horizontal	0.0	0.0	0.1	0.2	
Subtotal	0	0	1	1	0%
CEF Transport					
Operational	28.8	10.0	89.8	118.6	
Horizontal	6.7	2.0	20.7	27.4	
Subtotal	35	12	111	146	48%
CEF Energy					
Operational	5	1	17	22	
Horizontal	1.2	0.0	3.8	5.1	
Subtotal	7	1	20	27	9%
CEF Telecom					
Operational	8.1	2.0	36.1	44.3	
Horizontal	1.6	0.0	5.1	6.8	
Subtotal	10	2	41	51	17%
H2020 Energy					
ENER - Operational	3.2	1.0	10.8	14.0	
ENER - Horizontal	0.7	0.0	2.3	3.0	
RTD - Operational	4.9	3.0	16.4	21.3	
RTD - Horizontal	1.1	0.0	3.5	4.7	
Subtotal	10	4	33	43	14%
H2020 Transport					
MOVE - Operational	1.1	1.0	4.3	5.4	
MOVE - Horizontal	0.2	0.0	0.8	1.0	
RTD - Operational	6.2	1.0	20.4	26.7	
CNECT - Operational*		1.0			
RTD - Horizontal	1.4	1.0	4.5	5.9	
Subtotal	9	4	30	39	13%
Total	71	23	236	307	100.0%

* DG CNECT secondment in H2020

Staff financed by contributions from EFTA and/or third countries	CEF Telecom	H2020 Energy ENER	H2020 Energy RTD	H2020 Transport MOVE	H2020 Transport RTD
Staff allocated to operational activities	1	1	1	1	1
Staff allocated to management and administration	0	0	0	0	0
Total	1	1	1	1	1

4.2.3 Delegated operational appropriations

Budget lines		Commitment appropriations (€)			Payment appropriations (€)		
		EU Budget	EFTA/EEA 2.38% of the EU Budget	Total	EU Budget	EFTA/EEA 2.38% of the EU Budget	Total
CEF							
06 02 01 01 'Removing bottlenecks and bridging missing links'	CEF Transport	2,034,543,817	0	2,034,543,817	800,250,000	0	800,250,000
06 02 01 02 'Ensuring sustainable and efficient transport in the long-run'	CEF Transport	183,631,734	0	183,631,734	70,000,000	0	70,000,000
06 02 01 03 'Optimising the integration and interconnection of transport modes and enhancing interoperability, safety and security of transport'	CEF Transport	373,512,830	0	373,512,830	300,000,000	0	300,000,000
06 02 01 04 'Connecting Europe Facility – Cohesion Fund allocation'	CEF Transport	1,694,225,494	0	1,694,225,494	844,759,283	0	844,759,283
32 02 01 01 'Promoting the integration of the internal energy market and the interoperability of networks through infrastructure'	CEF Energy	313,526,595	0	313,526,595	109,300,000	0	109,300,000
32 02 01 02 'Enhancing Union security of supply, system resilience and security of system operations through infrastructure'	CEF Energy	315,726,595	0	315,726,595	108,000,000	0	108,000,000
32 02 01 03 'Contributing to the sustainable development and protection of the environment through infrastructure'	CEF Energy	315,724,834	0	315,724,834	108,000,000	0	108,000,000
09 03 03 00 'Promoting interoperability, sustainable deployment, operation and upgrading of trans-European digital service infrastructures, as well as coordination at European level'	CEF Telecom	39,558,508	941,492	40,500,000	67,395,976	1,604,024	69,000,000
09 03 04 00 'WIFI4EU - WiFi4EU - Support the deployment of free local wifi'*	CEF Telecom/Wifi4eu	49,814,417	1,185,583	51,000,000	25,000,000	595,000	25,595,000
Subtotal CEF		5,320,264,823	2,127,076	5,322,391,899	2,432,705,259	2,199,024	2,434,904,283

Delegated operational appropriations – continued

Budget lines	Commitment appropriations (€)			Payment appropriations (€)			
	EU Budget	EFTA/EEA 2.38% of the EU Budget	Total	EU Budget	EFTA/EEA 2.38% of the EU Budget	Total	
Horizon 2020*							
32 04 03 01 'Research and Innovations related to energy – Societal Challenges - Making the transition to a reliable, sustainable and competitive energy system'	Horizon 2020 Societal challenge 3	176,450,479	4,199,521	180,650,000	177,223,551	4,217,921	181,441,472
08 02 03 03 'Research - Making the transition to a reliable, sustainable and competitive energy system'	Horizon 2020 Societal challenge 3	275,382,187	6,554,096	281,936,283	236,801,728	5,635,881	242,437,609
06 03 03 01 'Research and Innovations related to transport – Societal Challenges - Achieving a resource-efficient, environmentally friendly, safe and seamless European transport system'	Horizon 2020 Societal challenge 4	47,372,534	1,127,466	48,500,000	45,882,171	1,091,996	46,974,167
08 02 03 04 'Research - Achieving a European transport system that is resource-efficient, environmentally friendly, safe and seamless.'	Horizon 2020 Societal challenge 4	278,307,302	6,623,714	284,931,016	225,288,504	5,361,866	230,650,370
Subtotal H2020		777,512,501	18,504,798	796,017,299	685,195,954	16,307,664	701,503,618
Total operational budget managed by the Executive Agency:		6,097,777,325	20,631,873	6,118,409,198	3,117,901,213	18,506,688	3,136,407,901

* Following the decision taken to delegate fully the 2019 calls on batteries to the Agency, the total amount available for the RTD lines (08 02 03 03 and 08 02 03 04) will be reinforced with third county contributions amounting to EUR 41.1 million and 22.6 million respectively.

5.APPENDIXES

Appendix 1: CEF Transport outputs and call planning

<p>Relevant general objective: A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base; A stronger global actor.</p>			<p>Parent DG: DG MOVE</p>
<p>Specific Objective DG MOVE: A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI).</p>			<p>Related to spending programme: CEF Transport</p>
<p>Main outputs in 2019</p>			
Output	Indicator	Target	
Organization of information days	Satisfaction rate of participants	>95%	
Timely reimbursement of external experts	Time to pay	>98% within the TTP	
Evaluation of project proposals –estimated number: 50	Time to inform	100% of the applicants informed on time	
Preparation and signature of grant agreements – estimated number: 110	Time to grant	>98% of the Grant agreements signed on time	
Execution of first pre-financing payment for projects - estimated number: 80	Time to pay	100% within the TTP	

Execution of further pre-financing ²¹ , following the reception of Action Status Reports (ASRs)– estimated number of ASRs: 532 Estimated number of further pre-financings: up to 300	Time to pay	100% within the TTP
Receipt and evaluation of progress/interim reports, execution of interim payments – estimated number ²² : 270	Time to pay	>98% within the TTP
Receipt, evaluation of final reports and execution of final payments – estimated number: 70	Time to pay	>98% within the TTP

Call planning 2019

Title	Call Ref.	Publication date	Deadline for submission	TTG	Estimated budget
CEF Transport 2019 Annual Call	CEF-T-2019-AP	December 2018	April 2019	January 2020	EUR 100 million
CEF Transport Blending Facility	-	Q2 2019 - TBD	TBC according to the call publication	TBC	Up to EUR 350 million

²¹ Not all Actions submitting an ASR are in need of further pre-financing payments. This depends largely on the advancement of the projects' activities and relevant budget execution rate. Therefore, projections are made only on the number of ASRs expected.

²² Only interim reports with compulsory due date in 2019 are taken into account. However, the number of expected interim reports may increase as the beneficiaries may choose to submit interim reports more often than the mandatory schedule stated in the GAs.

Appendix 2: Marco Polo II outputs

Relevant general objective: A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base.			Parent DG: DG MOVE	DG
Specific Objective DG MOVE: A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI).			Related spending programme: Marco Polo II	to DG
Main outputs in 2019				
Output Marco Polo II	Indicator	Target		
Receipt, evaluation of final reports and execution of final payments – estimated number: 3	Time to pay	>98% within the TTP		

Appendix 3: CEF Energy outputs and call planning

Relevant general objective: A resilient Energy Union with a forward-looking climate change policy.			Parent DG: DG ENER	DG
Specific Objective DG ENER: Further work towards a well-functioning and fully integrated internal energy market, including with interconnections.			Related spending programme: CEF ENER	to DG
Specific Objective DG ENER: Contributing to security of supply, based on solidarity and trust.				
Main outputs in 2019				
Output	Indicator		Target	
Organization of information days	Satisfaction rate of participants		>95%	
Timely reimbursement of external experts	Time to pay		>98% within the TTP	

Evaluation of proposals –estimated number: 30	Time to inform	100% of the applicants informed on time
Preparation and signature of grant agreements – estimated number: 16	Time to grant	>98% of the Grant agreements signed on time
Execution of first pre-financing payment for actions - estimated number: 16	Time to pay	100% within the TTP
Execution of further pre-financing ²³ , following the reception of Action Status Reports (ASRs)- estimated number of ASRs: 38 Estimated number of further pre-financings: 5	Time to pay	100% within the TTP
Receipt and evaluation of progress/interim reports, execution of interim payments – estimated number ²⁴ : 8	Time to pay	>98% within the TTP
Receipt, evaluation of final reports and execution of final payments – estimated number: 20	Time to pay	>98% within the TTP

Call planning 2019

Title	Call Ref.	Publication date	Deadline for submission	TTG	Estimated budget (EUR million)
2019 CEF Energy call for proposals	2019-1 CEF Energy Call	February 2019	April/May	9 months	TBC
2019 CEF Energy call for proposals-2 - TBD	2019-2 CEF Energy Call	June 2019	October	9 months	TBC

²³ Idem

²⁴ Idem

Appendix 4: CEF Telecommunications outputs and call planning

Relevant general objective: A Connected Digital Single Market				Parent CNECT	DG:	DG
<p>Specific objective DG CNECT: The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies.</p> <p>Specific objective DG CNECT: All Europeans enjoy effective world-class connectivity through future-proof and ubiquitous digital networks and service infrastructures as underlying basis for the digital society and data economy.</p>				Related to spending programme: CEF ICT		
Main outputs in 2019						
Output	Indicator			Target		
Organization of information days	Satisfaction rate of participants			>95%		
Timely reimbursement of external experts	Time to pay			>98% within the TTP		
Evaluation of project proposals – estimated number: 60	Time to inform			100% of the applicants informed on time		
Preparation and signature of the grant agreements for call WiFi4EU-2018-1 – estimated number: 1,600	Time to grant			>98% of the Grant agreements signed on time		
Preparation and signature of the grant agreements for calls under WiFi4EU-2019 – estimated number: 2,800	Time to grant			>98% of the Grant agreements signed on time		
Execution of pre-financing payment for projects - estimated number: 100	Time to pay			100% within the TTP		
Receipt, evaluation of final reports and execution of final payments – estimated number: 120 (CEF Telecom DSIs) + 1,700 (CEF WiFi4EU)	Time to pay			>98% within the TTP		
Call planning 2019						
Title	Call Ref.	Publication date	Deadline for submission	TTP	Estimated budget (EUR million)	

Europeana	CEF-TC-2019-1	February 2019	May 2019	By November 2019	EUR million	2
eID and eSignature	CEF-TC-2019-1	February 2019	May 2019	By November 2019	EUR million	5
eDelivery	CEF-TC-2019-1	February 2019	May 2019	By November 2019	EUR million	1
eInvoicing	CEF-TC-2019-1	February 2019	May 2019	By November 2019	EUR million	6.2
Automated Translation	CEF-TC-2019-1	February 2019	May 2019	By November 2019	EUR million	4
Student eCard	CEF-TC-2019-1	February 2019	May 2019	By November 2019	EUR million	1
BRIS	CEF-TC-2019-2	July 2019	November 2019	By April 2020	EUR million	2
Public Open Data	CEF-TC-2019-2	July 2019	November 2019	By April 2020	EUR million	5
Cybersecurity	CEF-TC-2019-2	July 2019	November 2019	By April 2020	EUR million	10
eProcurement	CEF-TC-2019-2	July 2019	November 2019	By April 2020	EUR million	3
eHealth	CEF-TC-2019-2	July 2019	November 2019	By April 2020	EUR million	5
European Platform on Digital Skills and Jobs	CEF-TC-2019-2	July 2019	November 2019	By April 2020	EUR million	1
European e-Justice	CEF-TC-2019-2	July 2019	November 2019	By April 2020	EUR million	3
WiFi4EU - 1 - TBC	WiFi4EU - 1 - TBC	January 2019	January 2019	By October 2019	TBC	
WiFi4EU - 2 - TBC	WiFi4EU - 2 - TBC	April 2019	April 2019	By January 2020	EUR million	51

Appendix 5: H2020 Energy outputs and call planning

Relevant general objective: A resilient Energy Union with a forward-looking climate change policy.		Parent DG: DG ENER, DG RTD
Specific objective DG RTD: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies		Related to spending programme: Horizon 2020 Energy
Specific objective DG RTD: To implement the Research, Innovation and Competitiveness dimension of the Energy Union, together with a forward-looking climate-change policy		
Specific Objective DG ENER: Tapping the job and growth potential of the energy sector and further developing energy technologies.		
Specific Objective DG CNECT: The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies.		
Main outputs in 2019		
Output	Indicator	Target
Organization of information days	Satisfaction rate of participants	>95%
Timely reimbursement of external experts	Time-to -pay	>98% within the TTP
Evaluation of project proposals - estimated number: 500	Time to inform	100% of the beneficiaries informed on time
Preparation and signature of grant agreements from 2018 and 2019calls (including the Battery topics)- estimated number: 82 (30 GAPs from 2018 calls and 52 GAPs from 2019 calls (including 9 for the Battery call)	Time to grant	>98% of the Grant agreements signed on time
Execution of pre-financing payment for projects - estimated number: 71	Time-to -pay	100% within the TTP
Receipt and evaluation of progress/interim reports - 117 Execution of interim payments - estimated number: 90	Time-to -pay	>98% within the TTP

Receipt and evaluation of final reports – 66 Execution of final payments – estimated number: 53	Time-to -pay	>98% within the TTP			
Call planning 2019					
Title	Call Ref.	Publication date	Deadline for submission	TTG	Estimated budget (EUR million)
H2020-LC-SC3-2019-RES-TwoStages	Two Stages	01-Aug-18	16-Oct-18 (1st stage); 25-Apr-19 (2nd stage)	25.12.2019	EUR 40 million
H2020-LC-SC3-2019-RES-IA-CSA	Single Stage	05-Sep-18	11-Dec-18	11.08.2019	EUR 125 million
H2020-LC-SC3-2019-ES-SCC	Single Stage	05-Sep-18	05-Feb-19	05.10.2019	EUR 183.65 million
H2020-LC-SC3-2019-NZE-RES-CC	Single Stage	07-May-19	27-Aug-19	27.04.2020	EUR 114 million
H2020-LC-BAT-2019	Single stage	24-Jan-19 -TBC	25-Apr-19	25.12.2019	EUR 44 million (for topics BAT 2, 3, 4)

Appendix 6: H2020 Transport outputs and call planning

Relevant general objective: A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base.			Parent DG: DG MOVE, DG RTD
Specific objective DG RTD: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies		Related to spending programme: Horizon 2020 Transport	
Specific objective DG MOVE: An innovative transport sector: Ensure the effective implementation of funding for research and innovation activities in the transport area under Horizon 2020.			
Main outputs in 2019			
Organization of information days	Satisfaction rate of participants	>95%	
Timely reimbursement of external experts	Time to pay	>98% within the TTP	
Evaluation of project proposals – estimated number:500	Time to inform	100% of the beneficiaries informed on time	
Preparation and signature of grant agreements from 2018 and 2019 calls – estimated number:65 (31 from 2018 and 34 from 2019, including 12 from the Battery topics)	Time to grant	>98% of the Grant agreements signed on time	
Execution of pre-financing payment for projects - estimated number: 45	Time to pay	100% within the TTP	
Receipt and evaluation of progress/interim reports – 83 Execution of interim payments – estimated number: 74	Time to pay	>98% within the TTP	

Receipt, evaluation of final reports – 63	Time to pay	>98% within the TTP
Execution of final payments – estimated number: 38		

Call planning 2019

Title	Call Ref.	Publication date	Deadline for submission	TTG	Estimated budget (EUR million)
H2020-MG-2019-TwoStages	Two Stages	05/09/2018	16 Jan 2019 (1 st stage) 12 Sept 2019 (2 nd stage)	12.05.2020	EUR 122 million
H2020-MG-2019-SingleStage	Single Stage	04/12/2018	25-Apr-19	25.12.2019	EUR 46 million
H2020-DT-ART-2019	Single Stage	04/12/2018	25/04/2019	25.12.2019	EUR 38 million
H2020-LC-GV-2019	Single Stage	04/12/2018	25/04/2019	25.12.2019	EUR 78 million
H2020-LC-BAT-2019	Single stage	24-Jan-19 - TBD	25-Apr-19	25.12.2019	EUR 70 million (for topics Bat 1, 5, 6, 7)