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ANNEX 1

ANNEX

Innovation and Networks Executive Agency - Annual Work Programme 2017

to the

COMMISSION DECISION

**approving the 2017 Work Programme for the Innovation and Networks Executive
Agency**

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PART 1. MESSAGE FROM THE DIRECTOR

In 2017 the Innovation and Networks Executive Agency (hereafter 'INEA' or 'the Agency') will continue to contribute to the following general objectives of the Commission¹, as established in the multi-annual Strategic Plans (SPs) 2016-2020 of its four parent Directorates-General (Mobility and Transport; Energy; Research and Innovation; Communication Networks, Content and Technology) as follows:

- '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'

In addition, the Agency will further directly contribute to the following specific objectives of its parents DGs as defined in their SPs:

- '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)'.
- 'Further work towards a well-functioning and fully integrated internal market, including with interconnections'.
- 'The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies'.
- 'Tapping the job and growth potential of the energy sector and further developing energy technologies'..
- 'Ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and to maximise synergies'.
- An innovative transport sector: Ensure the effective implementation of funding for research and innovation activities in the transport area under Horizon 2020'

All this will be achieved through the sound and efficient management of the Connecting Europe Facility programme (CEF) and the Horizon 2020 programme Societal Challenges delegated to INEA. This will include the launch and evaluation of calls for proposals, the project and financial management of the co-financed projects and the promotion of project results in close cooperation with the parent DGs.

The main challenges for 2017 for the CEF programme will be to manage the calls and evaluations for all three CEF sectors and to prepare and sign the grant agreements (GA) for all selected projects by the time-to-grant (TTG) deadline. Efforts will be made to simplify, harmonise and automatise the procedures taking into account lessons learned during the previous CEF calls. INEA will pro-actively follow-up all on-going GA in order to ensure the sound project and financial management of the programme. INEA will endeavour to timely and efficiently close the two legacy programmes, TEN-T and Marco Polo.

The main challenges for Horizon 2020 will be the managing of the evaluations, given the large number of proposals expected under the 2017 calls. In addition the support role of INEA in achieving and monitoring the Horizon 2020 objectives set by the Commission is

¹ 10 long-term political priorities defined by President Juncker in the Political Guidelines that have been endorsed by the European Parliament and have been emphasised in his mission letters addressed to the Commissioners.

becoming fundamental. The collaboration with the parent DGs will continue to grow and more effective mechanisms for policy feedback will be developed based on the initiatives started in 2015. The agency will continue to support the parent DG's through a series of thematic workshops and in particular in supporting new topics such as automated road transport.

As a horizontal objective, INEA will maximise the efficiency of INEA's resources, programme support and administrative support so as to help the Agency achieve its objectives. In this regard, the main challenges for the programme support activities will be to further adapt the planning, coordination and reporting tasks in order to provide feedback to the Commission and fulfil the programme reporting requirements. This will include the Agency's contribution to the Mid-term Review of both CEF and Horizon 2020 Programmes led by the parent DGs to be finalised in 2017.

INEA has selected the following five key performance indicators (KPIs) for its delegated tasks:

Table 1. INEA Annual Work Programme 2017 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 2016 remaining global commitment 	100%
The rate of execution of C1 payment appropriations	100%
The time to grant (TTG)²	CEF: 9 months (276 days) Horizon 2020: 8 months (245 days) ³
The net time to pay	30 days for pre-financing 60 days for further pre-financing 90 days for interim/final payments
The residual multi-annual error rate identified at ex post control	Error rate below 2%

PART 2. MISSION STATEMENT

The Innovation and Networks Executive Agency's mission is to support the Commission, project promoters and stakeholders by providing expertise and high quality 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.

² The time to grant is measured and reported in days in line with Horizon 2020 practices.

³ Time-to-grant target for CEF is based on Regulation (EU, EURATOM) No 966/2012 on the financial rules applicable to the general budget of the Union. 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.

The Commission has delegated to INEA the task of executing the operational budget and performing tasks linked to the implementation of Union programmes in the field of transport, energy and telecommunications infrastructure and in the field of transport and energy research and innovation. The Agency's mandate covers in particular the management of parts of the following programmes:

Parts⁴ of the Connecting Europe Facility (CEF);

Parts⁵ of the Horizon 2020 Specific Programme;

The legacy of the Trans-European Transport Network Programme under the 2000-2006 Multiannual Financial Framework (MFF) and the 2007-2013 MFF;

The legacy of the Marco Polo Programme under the 2007-2013 MFF.

INEA works under the supervision of four parent Directorates-General (DGs):

- (1) Directorate-General for Mobility and Transport (DG MOVE);
- (2) Directorate-General for Energy (DG ENER);
- (3) Directorate-General for Research and Innovation (DG RTD);
- (4) Directorate-General for Communication Networks, Content and Technology (DG CNECT).

INEA is responsible for the following:

- ensure the efficient and transparent technical and financial management of projects and events co-financed under the various programmes and budget lines that have been delegated, for a better use of EU funds and maximised programme efficiency;
- provide information and insight to the Commission in support of the programme planning and implementation including highlighting the projects that have high relevance for policy making, dissemination and exploitation;
- deliver expert technical support and services to enable project promoters to improve their project management;
- promote the project results and achievements to raise the visibility and opportunities of the EU programmes and funding;
- carry out programme reviews and offer high-quality technical and administrative support, as requested by the Commission;
- ensure coordination of the different sectors and programmes managed, deriving benefits from synergies between them.

Through the sound execution of the above tasks, INEA will contribute to the achievements of the parent DGs' specific objectives as described in part 3.

PART 3. OVERVIEW OF OUTPUTS FOR THE YEAR

The planned outputs that INEA will deliver in 2017 are detailed below by programme sector. Their sound execution will contribute to the parent DGs **specific objectives** as detailed further in the document.

⁴ Transport, Energy and Telecommunications.

⁵ Societal Challenges 'Smart, green and integrated transport' and 'Secure, clean and efficient energy'.

In addition to the contributions to the specific objectives, in 2017 new activities creating and maximising synergies will be managed by the Agency, including the implementation of the results of the first ever CEF Synergy call (ensuring synergies between transport and energy infrastructure activities) and CEF Blending call for transport (ensuring synergies between support by grants and financial instruments under EFSI).

Further synergies at project management level between sectors and programmes will be explored with the organisation of cross-sectorial workshops.

3.1. The Connecting Europe Facility (CEF) and the legacy Programmes TEN-T and Marco Polo

3.1.1. CEF Transport and Legacy of the TEN-T and Marco Polo Programmes

In addition to the implementation of the transport part of the CEF programme, INEA will continue to work on the completion of the technical and financial management of two transport legacy programmes which are its predecessors: TEN-T and Marco Polo II. The results of implementation of the legacies will be taken into account for the preparation of the project pipeline for the current Multi-Annual Financial Framework 2014-2020. The implementation of the transport legacy and the successor programme by INEA will contribute to DG MOVE specific objective 'A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI)'.

This will ultimately contribute to the following Commission general objectives:

- 'A New Boost for Jobs, Growth and Investment'
- 'A Connected Digital Single Market'
- 'A Resilient Energy Union with a Forward-Looking Climate Change Policy'
- 'A Deeper and Fairer Internal Market with a Strengthened Industrial Base'
- 'A Stronger Global Actor'

3.1.1.1. CEF Transport

The effective and efficient technical and financial management of the CEF Transport programme and projects contributes to the delivery of a modern, performing and fully interconnected trans-European transport system that is resource-efficient, environmentally friendly, safe and seamless for the benefit of citizens, the economy and society, which also contributes to a smart, sustainable and inclusive growth and to the achievement of the 20/20/20 targets.

Technical and financial management

Following the selection of projects under the CEF Transport 2016 calls, INEA will prepare and sign the grant agreements for all selected projects by November 2017. Potential synergies between ongoing projects and newly selected proposals under the CEF 2016 calls will be further examined, as well as potential synergies between CEF and EFSI.

As regards financial management, the CEF Transport 2016 calls will trigger initial pre-financings in 2017.

Regarding the implementation of the CEF Transport 2014 and 2015 calls, most of the 457 ongoing actions will submit by 31/03/2017 their Action Status Reports (ASR). Certain beneficiaries may also submit a request for further pre-financing payments together with the ASR. Moreover, by the end of August 2017 interim payment claims will be submitted by actions with annual instalments concerning costs of the years 2015-2016.

As part of the CEF portfolio management, amendments to ongoing grant agreements will be processed in line with the existing rules and practices.

In addition INEA will continue to organise regular meetings at national level in order to examine and discuss project portfolios.

INEA's Technical Advisors will continue to provide project-related information, contribute to the preparation of reports, and participate in missions and meetings as required in order to support the EU Coordinators in fulfilling their mandate and supporting the update of the work plans for the nine Core Network Corridors as well as for MoS and the timely deployment of the European Railway Traffic Management System (ERTMS).

INEA will continue to use the performance framework and contribute to the definition of key performance indicators (KPI) for the CEF Transport sector in order to assess the impact of the CEF financing towards the completion of the TEN-T. Moreover, INEA will provide feedback and possible recommendations on best practices and relevant measures to streamline permitting and authorisation procedures.

INEA will further strengthen the cooperation between CEF and H2020 with a view to maximise the benefits of synergies between the two programmes.

Finally, INEA will take over from DG MOVE the management of the second generation of grant agreements concerning the Programme Support Action (PSA) 'Support to participation of Member States in the TEN-T Core Network Corridors' (2017 – 2020) aiming to provide direct support to the Member States in implementing the core network corridors. These grant agreements will result from the call for expression of interest which DG MOVE communicated to Member States in November 2016.. The Agency will conclude the grant agreement of the PSAs and subsequently ensure their technical and financial management in line with current practice. INEA and MOVE are preparing the take-over by INEA of a second PSA related to the 'Support to the establishment and implementation of the Rail Freight Corridors' as the rail freight backbone of the TEN-T Core Network Corridors.

Call management

The Agency will organise and manage the technical evaluation of proposals under the CEF Transport 2016 calls. In addition to the technical experts, INEA will build on the experience of the 2015 calls of using experts dedicated to analysing the Cost Benefit Analysis (CBA) submitted as part of the applications to the 2016 calls.

The Agency will also organise and manage the technical evaluation of proposals under the first CEF Synergy call combining the Transport and Energy sectors which was launched in September and closed in December 2016 with an indicative budget of €40 million. The call aims to provide support to actions contributing to the implementation of at least one project of common interest (PCI) in each of the transport and energy sectors.

In addition, the Agency will be involved in the preparation, organisation and evaluation of the first ever CEF Blending call for transport (€1 billion), which was launched on 8 February 2017. The call will aim at combining CEF grants with loans and guarantees of EFSI whenever possible, National Promotional Banks or private sector funds. It is important to develop capacity to assess the potential of projects for blending which is different from the traditional approach to grant calls. This is important also in future perspective as there will be increasing use of financial instruments combining different sources of public and private funds.

For all Calls for proposals evaluations taking place in 2017, the Agency will support the Commission in the internal evaluation phase and the final selection of proposals. Moreover, in coordination with DG MOVE the Agency will contribute to Info Days and other visits organised by DG MOVE concerning each call.

Furthermore, the Agency will contribute to the preparation of a possible, additional CEF Transport work programme for 2017 (budget allocation and scope still to be defined) and prepare and launch the respective call for proposals.

Table 2. CEF Transport Call Planning 2017

Title	Call ref.	Publication date	Deadline for submission	TTG	Estimated budget (€million)
2016 CEF Transport AP Cohesion Call	CEF-Transport-2016-AP-Cohesion	October 2016	February 2017	November 2017	250
2016 CEF Transport AP General Call	CEF-Transport-2016-AP-General	October 2016	February 2017	November 2017	190
2016 CEF Transport MAP Cohesion Call	CEF-Transport-2016-MAP-Cohesion	October 2016	February 2017	November 2017	850
2016 CEF Transport MAP General Call	CEF-Transport-2016-MAP-General	October 2016	February 2017	November 2017	650
CEF Transport Blending call	CEF-Transport-2017-Blending-MAP-General	February 2017	Mid July and end Nov 2017	April and August 2018	1000
2016-1 CEF Synergy	CEF-Synergy-2016-1	September 2016	December 2016	September 2017	40

Dialogue with stakeholders

The Agency will continue to utilise the informal 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. The Agency will convene up to two meetings of the Advisory Group in 2017 to discuss further ways to improve the efficient administration and management of the projects. INEA – together with the concerned CEF parent DGs - will engage with REGIO (and other associated DGs) to ensure good exchange of information and close cooperation, including for implementation and coordination. Further details on this cooperation will be discussed at a meeting with the concerned parties.

Table 3. CEF Transport outputs in 2017

Relevant general objectives: A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base; A stronger global actor.	Parent DG: DG MOVE
Specific objective: Specific Objective 2: 'A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI)'	Related to spending programme: CEF Transport

Main outputs in 2017		
Output	Indicator (estimated number of outputs)	Target
Publication of Annual and Multi-annual Calls 2017	1 ⁶	November 2017
Receipt of proposals Calls for Proposals 2016	500	07 February 2017
Evaluation of the proposals under Calls 2016	100% of admissible and eligible proposals	February - May 2017
Commission Selection Decision on grants adopted for 2016 Calls	1	June 2017
Preparation and signature of the grant agreements selected under Calls 2016 and 2016 PSA	155 ⁷	July - November 2017
Making of individual commitment of projects selected under 2016 Calls and 2016 PSA	155	October 2017
Execution of pre-financing payment for projects selected under 2016 Calls and 2016 PSA	155	November - December 2017
Receipt and analysis of ASRs regarding ongoing actions	348	31 March 2017
Execution of further pre-financing	150	June 2017
Execution of interim payments	110	90 days after reception
Receipt, evaluation of final report and execution of final payments	4	90 days after reception

In addition, a CEF Transport Blending call with an indicative budget of € 1 billion was published on 8 February 2017 with two cut-off dates (14/07/2017 and 30/11/2017). The evaluation of proposals for the first cut-off date is planned for July-November 2017, while the evaluation for the second cut-off date is scheduled for December 2017-February 2018.

⁶ It concerns one single publication but it might include several calls.
⁷ Rough estimate based on the number of expected proposals.

3.1.1.2. *Legacy of the TEN-T Programme*

The TEN-T programme is actively contributing to a European transport system that is resource-efficient, environmentally friendly, safe and seamless for the benefit of citizens, the economy and society. The construction of new transport infrastructure aims at removing bottlenecks and bridging missing links, while at the same time the integration of the different modes of transport is improved with a view to optimising the efficiency of the different modes of transport in combination. These investments together with targeted actions in new technologies improve competitiveness, reduce the environmental impact of transportation and contribute to a more environmentally friendly transport system and hence the EU 2020 targets.

Technical and Financial Management

The submission of the final reports that were due by the end of 2016 will be closely monitored so that an optimal use of available payment credits is ensured in 2017.

INEA will contribute to the ex-post evaluation of the TEN-T programme (2007 – 2013) which will be organised by DG MOVE.

Table 4. TEN-T outputs in 2017

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.		
Specific objective: 'Specific objective 2: A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI)'		Related to spending programme: 2007- 2013
Main outputs in 2017:		
Output	Indicator (estimated number of outputs)	Target
Receipt, evaluation of final reports and execution of final payments.	230	90 days after reception

3.1.1.3. *Legacy of the Marco Polo II Programme*

By promoting the use of alternative modes to road and avoiding road transport, the Marco Polo II programme contributes to achieving a resource-efficient and environmentally friendly European transport system, optimising the integration and interconnection of transport modes and ensuring smarter and greener mobility.

Technical and financial management

In 2017, the Agency will continue to closely monitoring the existing portfolio by performing on-site visits, liaising with the beneficiaries and applying a strict reminder

policy while applying the ex-ante control method for final and interim payments. All of the above efforts will allow the Agency to optimise the use of the payment credits by aligning them as closely as possible to the progressive reduction of the project portfolio, which is expected to decrease by more than half during 2017.

The Agency will give feedback to the Commission on the performance of the Marco Polo programme in terms of tonne-kilometre (tkm) shifted into environmentally friendly modes of transport or avoided in order to assess the achievements of the Programme's objectives.

Table 5. Marco Polo outputs in 2017

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
Specific objective: 'Specific objective 2: A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI).'			Related to spending programme: Marco Polo II
Main outputs in 2017:			
Output	Indicator (estimated number of outputs)	Target	
Receipt and evaluation of progress/interim reports	5	60 days after reception	
Execution of interim payments	5	90 days after reception	
Receipt, evaluation of final reports and execution of final payments	12	90 days after reception	

3.1.2. CEF Energy

The effective and efficient technical management as well as the financial management of the CEF Energy Programme/projects will contribute to achieving the Energy Union policy objectives. In particular, it will enable the development of energy infrastructure that will contribute to the completion of the internal energy market, increasing competitiveness, enhancing Union security of energy supply and contributing to sustainable development and protection of the environment, by a better integration of renewable energy into the network. In particular, INEA will contribute to DG ENER specific objective 'Further work towards a well-functioning and fully integrated internal energy market, including with interconnections', contributing to the Commission general objective 'A resilient Energy Union with a forward looking climate policy'.

Technical and financial management

Following the first Calls for Proposals launched since 2014, the Agency will ensure the follow-up of 73 actions, including the closure of a first set of completed actions. The

preparation and signature of the GAs resulting from the 2016 second Call will be completed during the first semester 2017. A new Call for Proposals under the CEF 2017 Work Programme will be launched and evaluated in 2017.

For the ongoing actions, INEA will receive and examine the ASRs due by March 2017 and process the requests for further pre-financing payments together with the ASR.

For the second call launched in 2016, INEA will manage the subsequent preparation and signature of the grant agreements with beneficiaries. The related first pre-financing payments are expected for the first semester of 2017.

Support to the implementation of TEN-E projects of common interest

Finally, INEA will step up their support to DG ENER as regards the monitoring of all PCIs on the second Union list of projects of common interest, notably in relation with the Progress Watch put in place by DG ENER, the monitoring tool under development by the Agency for the Cooperation of Energy Regulators (ACER) and the Transparency Platform available via DG ENER's website. INEA will further contribute to the Regional group meetings and provide them with updated information on the status of PCIs and of CEF financed actions. This monitoring will inter alia allow for the early identification of potential delays and the adoption of preventive measures as well as for identifying possible applicants for CEF support. Finally, INEA will consider expanding and adapting the performance framework developed at the request of the parent DG for the CEF Transport to CEF Energy.

Call management

In 2017, INEA will assist in the preparation of the amendment of the Multi-annual Work Programme 2014-2020 and the new Call for Proposals - under the second PCI list. The Agency will organise and manage the technical evaluation of proposals and support the Commission in the internal evaluation phase and the final selection of proposals. In order to ensure the balance of experienced and new experts in evaluations, INEA will also continue efforts to identify new qualified experts for evaluations.

In view of the launch of the first Call for Proposals 2017, one Info day will be organised (2Q 2017 indicatively).

During the last quarter of the year and following the adoption of the third list of PCI (planned for November 2017), INEA will work on the subsequent update of its IT tools to reflect the content of the list.

The 2016-1 CEF Synergy call (see specific objective 1, in previous section) concerns also this specific objective.

Table 6. CEF Energy Call Planning 2017

Title	Call ref.	Publication date	Deadline for submission	TTG	Estimated budget (€ million)
2017-1 CEF Energy	CEF-Energy-2017-1	Indicative end April 2017	Indicative: October 2017	tbc	800

Dialogue with stakeholders

The Agency will further develop dialogue and continuous communication with the relevant stakeholders such as project promoters, Transmission System Operators (TSOs) and their European networks, ACER and EU Member States. This dialogue will in particular focus on contacts with potential applicants for calls for proposals (TSOs and other project promoters) mainly during information days, but also extend to promoters of all PCIs in support of DG ENER's dialogue with them and also support the monitoring of the implementation of the PCIs.

Table 7. CEF Energy outputs in 2017

Relevant general objective: Relevant general objective: A resilient Energy Union with a forward-looking climate change policy.		
Specific objective: Specific Objective 1.2.'Further work towards a well-functioning and fully integrated internal energy market, including with interconnections.		Parent DG: DG ENER
Related to spending programme: CEF ENER		
Main outputs in 2017:		
Output	Indicator (estimated number of outputs)	Target
Commission Selection Decision on grants adopted for 2016/2 Call	1	March 2017
Preparation and signature of grant agreements under Calls 2016/2	25	March - July 2017
Making of individual commitment for selected projects under 2016/2 Call	25	May - July 2017
Execution of pre-financing payment	25	May - July 2017
Receipt and analysis of ASRs regarding ongoing actions	32	31 March 2017
Execution of further pre-financing	5	June 2017
Publication of call for proposals 2017-1	1	April 2017
Evaluation of proposals under Call 2017/1	Not available ⁸	November 2017 (indicative)

⁸ As the estimated budget for the 2017 Call has not been determined yet, number of expected proposals cannot be estimated yet.

Commission Selection Decision on grants adopted for 2017/1 Call	1	February 2018 (indicative)
Preparation and signature of grant agreements under Calls 2017/1	Not available	2Q 2018
Making of individual commitment for selected projects under 2017/1 Call	Not available	2Q 2018
Execution of pre-financing payment	Not available	2Q 2018
Execution of interim payment	3	Throughout the year
Receipt, evaluation of final report and execution of final payment	10	December 2017

3.1.3. CEF Telecommunications

The effective and efficient technical and financial management of the CEF Telecommunications Programme and projects will contribute to the Digital Single Market by fostering the development of Digital Service Infrastructures across Europe, facilitating the active involvement of the public sector and achieving cross-border technical interoperability. More specifically, INEA will contribute to DG CNECT specific objective 'The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies'. This will ultimately contribute to Commission general objective 'A connected Digital Single Market'.

Technical and Financial management

During 2017, INEA will be monitoring the ongoing actions stemming from the 2014 Work Programme for which GAs were signed in 2015 (eID: 18 lump-sum grants) and from the 2015 Work Programme for which grant agreements were signed in 2016 (41 grants from the first batch of calls and 32 grants from the second batch of calls). As regards the execution of payments, the Agency should receive the interim payment claims for all the actions selected under the 2015 Safer Internet call (28 actions), as well as the final payment claims from one action from 2014 eID, 16 actions from the 2015 calls and 15 actions from the 2016 calls.

For actions launched under the 2016 Work Programme, INEA will ensure the evaluation of the proposals which are going to be received following Call 3 and the preparation of the GAs of the selected proposals from all the 2016 calls within the Time to Grant (TTG) deadlines. The first pre-financings related to these Calls will be made during 2017 taking into account the need of concluding the individual commitment before the end of the year.

The Work Programme for 2017 has been adopted in February 2017 with 3 calls for the generic services of 12 DSIs during 2017⁹ for a total estimated budget of at least €77 million. Calls covering these areas will be launched in 2017, on the basis of a schedule included in the CEF Telecom Work Programme and in the light of INEA's resources.

INEA will pursue discussions with DG DIGIT/CNECT and relevant DSIs owners in order to agree on methods and modalities of receiving assurance that the services implemented

⁹ eID & eSignature, eDelivery, eInvoicing, Public Open Data, Cyber Security, Automated Translation, eProcurement, Business Registers (BRIS), eHealth, Electronic Exchange of Social Security Information (EESSI), Europeana and e-Justice portal

through the CEF Telecom actions are up and running before disbursing payment of the balance.

INEA will explore in coordination with the Parent DGs and the DSI owners the possibility of setting up specific working groups with different actors within the CEF programme such as Digital Service Infrastructures (DSIs) in order to pull joint efforts towards the efficient and effective implementation of the CEF Programme sectors.

Call management

In 2017, INEA will finalise the evaluation steps of the second 2016 batch launched in May 2016, and manage the evaluation of the last two batches of 2016 calls for proposals, launched in September 2016. Furthermore, the new batches of Calls for Proposals on the basis of the 2017 Work Programme will be prepared and launched during 2017.

The Agency will organise and manage the technical evaluation of proposals and support the Commission in the final selection of proposals. INEA will continue to grow its knowledge of the various DSIs, in order to ensure that any specificities are properly reflected at all stages of the Calls for Proposals process. INEA will also carry on identifying additional qualified experts for evaluations, in order to ensure the balance of experienced and new experts in evaluations as well as a sufficient gender and geographical balance.

INEA will assist in the preparation of the 2018 Work Programme, contributing with relevant feedback from the conducted evaluations.

Table 8. CEF Telecom Call Planning 2017

Title	Call ref.	Publication date	Deadline for submission	TTG	Estimated budget (€ million)
2016 CEF Telecom (4 DSIs)	CEF-TC-2016-2	12/5/2016	15/9/2016	18/6/2017	10.5
2016 CEF Telecom (4 DSIs)	CEF-TC-2016-3	20/9/2016	15/12/2016	17/9/2017	27.5
2016 CEF Telecom (1 DSI)	CEF-TC-2016-4	20/9/2016	18/10/2016	21/07/2017	1.1
2017 CEF Telecom (4 DSI)	CEF-TC-2017-1	Upon adoption of the WP (Early February 2017)	18/05/2017	16/02/2018	27.5
2017 CEF Telecom (4 DSIs)	CEF-TC-2017-2	04/05/2017	21/09/2017	23/06/2018	25.5
2017 CEF Telecom (4 DSIs)	CEF-TC-2017-3	28/06/2017	28/11/2017	31/08/2018	24

Dialogue with stakeholders

INEA will continue to participate, as requested, in DSI- specific events and meetings, and focus on growing contacts with potential applicants mainly during information days. INEA will also be proactive in proposing suitable actions to improve the call visibility.

Table 9. CEF Telecom output in 2017

Relevant general objective: A Connected Digital Single Market		Parent DG: DG CNECT
Specific objective: Specific Objective 1.3. 'The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies'		Related to spending programme: CEF ICT
Main outputs in 2017:		
Output	Indicator (estimated number of outputs)	Target
Receipt of proposals 2016 Calls	295	January - March 2017
Evaluation of the proposals 2016 Calls	295	February - April 2017
Commission Selection Decision on grants adopted for 2016 Calls	2	May - July 2017
Preparation and signature of grant agreements selected under 2016 Calls	157	June - August 2017
Making of individual commitment 2016 Calls	157	June - August 2017
Execution of pre-financing payment 2016 Calls	157	July - December 2017
Publication of calls for proposals 2017	3 ¹⁰	February - September 2017

10 Each publication might include multiple calls.

Receipt of proposals 2017 Calls	Not available	May - December 2017
Evaluation of the proposals 2017 Calls	Not available	June 2017 - January 2018
Preparation of grant agreements selected under 2016 Calls	Not available	January 2017 - September 2017
Receipt, evaluation and execution of interim report	27	90 days after reception
Receipt, evaluation of final report and execution of final payment.	25	90 days after reception

3.2. Horizon 2020 – Framework Programme for Research and Innovation 2014-2020¹¹

Horizon 2020 is the EU's biggest ever programme for research and innovation with the general objective of contributing to building a society and an economy based on knowledge and innovation across the Union by leveraging additional research, development and innovation funding and by contributing to attaining research and development targets, including the target of 3 % of GDP for research and development across the Union by 2020. It shall thereby support the implementation of the Europe 2020 strategy and other Union policies, as well as the achievement and functioning of the European Research Area (ERA). INEA manages parts of the programme related to transport and energy research: 'Smart green and integrated transport', and 'Secure, clean and efficient energy'.

3.2.1. Horizon 2020 Energy

The Horizon 2020 Energy projects implemented by INEA contribute to:

- enabling the Union to achieve its targets of a 20% reduction of greenhouse gas emissions, a 20% increase in energy efficiency and raising the share of renewable energy to 20% by 2020, while ensuring greater solidarity among Member States;
- making the transition to a reliable, sustainable and competitive energy system, in the face of increasingly scarce resources, increasing energy needs and climate change;
- enhancing Union security of energy supply;
- enabling a functional coordination and integration of a fully digitalised European energy system;
- building an economy based on knowledge and innovation across the whole Union, while contributing to sustainable development;
- creating and maximising synergies between EU programmes to ensure research and innovation activities are successively deployed;

¹¹ Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020) and repealing Decision No 1982/2006:EC, OJ L 347, 20.12.2013, p. 104.

- Blue Growth - the aim of harnessing the huge potential of Europe's oceans, seas and coasts for jobs and growth.

In particular, INEA will directly contribute to the following parents DGs' specific objectives:

- 'To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies and contribute to the transition to a low-carbon economy by stimulating the development of new cost-effective technologies and services via R&I policy and actions - in particular with regard to the Energy Union key priorities and related EU energy and climate policies for 2030 and 2050 (DG RTD);
- 'Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020). (DG ENER);
- 'The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies' (DG CONNECT).

And indirectly to the following:

- 'To implement the Research, Innovation and Competitiveness dimension of the Energy Union, together with a forward-looking climate-change policy' (DG RTD);
- 'Promoting the decarbonisation of the EU energy mix and the increase of energy production from low carbon energy sources, in particular renewables' (DG ENER);

This will ultimately contribute to Commission general objective 'A connected Digital Single Market'.

These specific objectives will ultimately contribute to the Commission general objective 'A Resilient Energy Union with a Forward-Looking Climate-Change Policy'.

Technical and financial management

At the beginning of 2017 INEA will be managing around 155 projects and will be concluding Grant Agreement Preparation (GAP) for another 10. During the year a further 35-40 are likely to be signed from the 2017 calls bringing the total at the end of 2017 to around 205. All new projects will have pre-financing to be paid following signature or a fixed starting date.

All projects ongoing at the end of 2016 will submit deliverables in 2017, with over thousand deliverables needing to be checked and ideally approved by the Project Officer. In particular, 80 projects will deliver interim reports and a further one final reports. All reports will be accompanied by a request for payment and some external monitors will be contracted to assist the project officers in their technical assessments. Amendments requested by the projects will also represent a significant workload with around 50 expected during 2017.

In addition, INEA will also continue its efforts to promote synergies between ongoing projects by organising further thematic workshops with project coordinators and partners; these also support the feedback of results into policy-making. It will also continue giving technical contributions on the content of the 2018-2020 Horizon 2020 work programme when requested by the Parent DGs.

Call management

In 2017, INEA will coordinate the evaluations of the activities delegated to the Agency in the context of the Energy Societal challenge. This will include the organisation of 6 sub-

calls under the calls Competitive Low-Carbon Energy (LCE) and Smart Cities and Communities (SCC), in the context of WP 2016/2017.

In the sequence of a central request for a wider use of the two-stage procedure, one of the sub-calls in 2017 is two-stage. This will be the first two-stage call entirely managed by INEA under the Energy Societal Challenge. In order to ensure that the usual high standards of quality for the evaluations are maintained, INEA will build from its experience gathered from past evaluations, notably in the Transport Challenge where the two-stage procedure is the submission modality by default.

In total, INEA will be responsible for the management of 22 topics ranging from Research & Innovation Actions (RIA), Innovation Actions (IA) and Coordination & Support Actions (CSA), representing a total budget of €458.3 million. INEA estimates that it will evaluate around 860 proposals in all 6 sub-calls.

Table 10. Horizon 2020 Energy Call Planning 2017¹²

Title	Call ref.	Opening date	Deadline for submission	TTG	Topics for INEA	Est. budget for INEA topics (€ million) ¹³	Parent DG
Competitive Low-Carbon Energy	Two Stages	29/07/2016	29/11/2016 (1 st Stage) 22/08/2017 (2 nd Stage)	22/04/2018	3	94.5	RTD
Competitive Low-Carbon Energy	Single Stage	20/09/2016	05/01/2017	05/09/2017	5	60	RTD
Competitive Low-Carbon Energy	Single Stage	20/09/2016	05/01/2017	05/09/2017	1 ¹⁴	15	RTD
Competitive Low-Carbon Energy	Single Stage	20/09/2016	14/02/2017	14/10/2017	3	114.29	ENER
Smart Cities and Communities	Single Stage	04/10/2016	14/02/2017	14/10/2017	1	69.5	ENER
Competitive Low-Carbon Energy	Single Stage	11/05/2017	07/09/2017	07/05/2018	9	105	RTD

¹² The list of topics delegated to executive agencies can be found in the Horizon 2020 Work Programme 2016-2017.

¹³ The total Calls estimated budget does not match with the total budget (see annex 4.2.3. Delegated Operational Appropriations) as the parent DGs transferred additional commitment appropriations which will be used to finance additional projects on top of the calls budget.

¹⁴ Coordination and Support Action (CSA).

Regarding the forthcoming call management activities, the budget, number of calls and topics to be managed by INEA will be known upon the adoption of the WP 2018/2020. The agency will nevertheless be associated to the publication of the first calls under the new WP, which is foreseen for the second half of the year 2017.

Table 11. Horizon 2020 Energy outputs in 2017

<p>Relevant general objective: A resilient Energy Union with a forward-looking climate change policy.</p>	<p>Parent DG: DG ENER, DG RTD</p>
<p>Specific objective:</p> <ul style="list-style-type: none"> • Specific objective DG RTD 1.3: 'To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies; • Specific Objective DG ENER 1.5: 'Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020). • Specific Objective DG CNECT 1.3: 'The digital economy can develop to its full potential underpinned by initiatives enabling full growth of digital and data technologies' (DG CONNECT). 	<p>Related to spending programme: Horizon 2020 Energy</p>
<p>Main outputs in 2017:</p>	

Output	Indicator (estimated number of outputs)	Target
Opening of calls for proposals	100% ¹⁵	See table 11 above
Receipt of proposals	860	See table 11 above
Evaluation of the proposals	100% of admissible and eligible proposals	See table 11 above
Grant preparations	40	See table 11 above
Signature of grant agreements	40	See table 11 above
Making of individual commitment	40	Before end 2017
Execution of pre-financing payment	40	30 days after the entering into force of the grants.
Receipt and evaluation of progress report	80	Evaluation of the progress report: no later than 60 days after the end of the reporting period. Evaluation report: maximum 5 months after the end of the reporting period.
Execution of interim payment	80	Maximum 5 months after the end of the reporting period.
Receipt and evaluation of final report	1	Receipt of the reporting: no later than 60 days after the end of the reporting period. Evaluation report: maximum 6 months after the end of the reporting period.
Execution of final payment	1	Maximum 6 months after the end of the reporting period.

3.2.2. Horizon 2020 Transport

The Agency has been entrusted with the efficient technical and financial management of projects co-financed under the Transport Societal Challenge of Horizon 2020.

The Horizon 2020 transport projects implemented by INEA contribute to address the objectives set out in the Transport Work programme, namely:

- a resource efficient transport that respects the environment by making aircraft, vehicles and vessels cleaner and quieter to minimise the transport

¹⁵ All Horizon 2020 calls are published once the WP is adopted. All the calls managed by INEA will be open before the end of 2016.

system's impact on climate and the environment, by developing smart equipment, infrastructures and services and by improving transport and mobility in urban areas;

- better mobility, less congestion, more safety and security with a substantial reduction of traffic congestion; with a substantial improvement in the mobility of people and freight; by developing new concepts of freight transport and logistics and by reducing accident rates, fatalities and casualties and improving security;
- global leadership for the European transport industry by reinforcing the competitiveness and performance of European transport manufacturing industries and related services including logistic processes, and retaining areas of European leadership;
- socio-economic and behavioural research and forward looking activities for policy making. The aim is to support improved policy making which is necessary to promote innovation and meet the challenges raised by transport and the societal needs related to it.

In particular, INEA will contribute to DG RTD specific objective 'To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies' and indirectly to the objective 'To implement the Research, Innovation and Competitiveness dimension of the Energy Union, together with a forward-looking climate-change policy'. In addition, INEA will contribute to DG MOVE specific objective 'An innovative transport sector: Ensure the effective implementation of funding for research and innovation activities in the transport area under Horizon 2020'.

All these specific objectives will ultimately contribute to the following Commission general objectives:

- 'A New Boost for Jobs, Growth and Investment'
- 'A Connected Digital Single Market'
- 'A Resilient Energy Union with a Forward-Looking Climate Change Policy'
- 'A Deeper and Fairer Internal Market with a Strengthened Industrial Base'

Technical and financial management

At the beginning of 2017 INEA will be managing an expected 132 projects. During the year 2017 a further 75 are likely to be signed from the 2016 and 2017 calls, bringing the total at the end of 2017 to around 200. All new projects will have pre-financing to be paid following signature.

Evaluations of proposals submitted to the 2017 calls are foreseen during the first and the fourth quarter, with an estimated 570 proposals expected for the first evaluation period and an estimated 120 proposals for the second evaluation period.

All projects ongoing at the end of 2016 will submit deliverables in 2017, with an estimated 1360 deliverables needing to be checked by the Project Officers. It is anticipated that 75 projects will deliver interim reports and a further 6 projects will deliver final reports. All reports will be accompanied by a request for payment. 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, with around 65 – 80 amendments expected during 2017.

In 2017 the first large scale demonstration projects for automated road transport will start which is likely to lead to considerable external interest and opportunities for synergies with other calls and topics.

INEA will continue its efforts to promote synergies between ongoing projects by organising ad hoc project cluster meetings. It will also continue making technical contributions to preparations of the 2018-2020 Horizon 2020 work programme when requested by the Parent DG's.

Call management

In 2017, INEA will coordinate the evaluations of 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 calls 'Mobility for Growth' (MG), 'Green Vehicles'(GV) and 'Automated Road Transport' (ART), in the context of WP 2016/2017. INEA will in addition be actively involved in the organisation of the evaluations of the 'Blue Growth' (BG) focus area, coordinated by REA.

In total, INEA will be responsible for the management of 30 topics ranging from Research & Innovation Actions (RIA), Innovation Actions (IA) and Coordination & Support Actions (CSA), representing a total available budget of €407.2 million. INEA estimates that it will evaluate around 760 proposals in all sub-calls.

Table 12. Horizon 2020 Transport Call Planning 2017¹⁶

Title	Call ref.	Opening date	Deadline for submission	TTG	Topics for INEA	Estimated budget for INEA topics (€million) ¹⁷	Parent DG
Mobility for Growth	Two Stages	20/09/16	26/01/17 (1 st stage) 19/10/17 (2 nd stage)	19/06/18	12 Topics	185.5	RTD MOVE
Automated Road Transport	Two Stages	20/09/16	26/01/17 (1 st stage) 27/09/17 (2 nd stage)	27/05/18	3 Topics	50	RTD
Mobility for Growth	Single Stage	20/09/16	01/02/17	01/10/17	5 topics ¹⁸	30.7	RTD MOVE
Green Vehicles	Single Stage	04/10/16	01/02/17	01/10/17	9 topics	133	RTD
Blue Growth	Single Stage	04/10/16	14/02/17	14/10/17	1 topic	8	RTD

Regarding the forthcoming call management activities, the budget, number of calls and topics to be managed by INEA will be known upon the adoption of the WP 2018/2020. The agency will nevertheless be associated to the publication of the first calls under the new WP, which is foreseen for the second half of the year 2017.

¹⁶ The list of topics delegated to executive agencies can be found in the Horizon 2020 Work Programme 2016-2017.

¹⁷ The total Calls estimated budget does not match with the total budget (see annex 4.2.3. Delegated Operational Appropriations) as the parent DG transferred R0 commitment appropriations which will be used to finance additional projects on top of the calls budget for €700K, on budget line 06.035001.

¹⁸ Including two Coordination and Support Actions (CSA).

Table 13. Horizon 2020 Transport outputs in 2017

Relevant general objectives: A new boost for jobs, growth and investment; A Connected digital single market; A resilient Energy Union with a forward-looking climate change policy; A deeper and fairer internal market with a strengthened industrial base.		
Parent DG: DG MOVE, DG RTD		
Specific objective: Specific Objective DG RTD 1.3 '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 3 '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 2017:		
Output	Indicator (estimated number of outputs)	Target
Opening of call for proposals	100% ¹⁹	See table 13 above
Receipt of proposals	760	See table 13 above
Evaluation of the proposals	100% of admissible and eligible proposals	See table 13 above
Grant preparation	75	See table 13 above
Signature of grant agreements	75	See table 13 above
Making of individual commitment	75	Before end 2016
Execution of pre-financing payment	75	Within 30 days after the entering into force of the grants.
Receipt and evaluation of progress report	6	Receipt of the reporting: no later than 60 days after the end of the reporting period. Evaluation of the progress report: maximum 5 months after the end of the reporting period.
Execution of interim payment	6	Maximum 5 months after the end of the reporting period.

¹⁹ All Horizon 2020 calls are published once the WP is adopted. All the calls managed by INEA will be open before the end of 2016.

PART 4. ORGANISATIONAL MANAGEMENT

As a horizontal objective, the Agency will endeavour to maximise the efficiency of INEA's resources, programme support and administrative support so as to help the Agency achieve its objectives.

The Agency will ensure the overall coordination and provide high level services for the effective and efficient implementation of CEF and Horizon 2020 programmes and the Agency's objectives laid down in the present AWP 2017.

INEA's 2017 draft operating budget amounts to €24,972,000 for a total staff of 272 (including 5 CA financed from EEA/EFTA revenues). It has been divided between INEA's Annual Work Programme objectives as described in section 4.2.1.

4.1. Relevant objectives and indicators

4.1.1. Human Resource Management

In 2017, Human Resource Management will be concentrated on filling the remaining posts allocated in 2016, recruiting for the additional positions for 2017 - as well as recruiting due to staff turnover and for external recruitments. The ultimate goal is to have all posts occupied and to keep the vacancy rate below 3%.

The implementation of the INEA HR Strategy and related action plan will continue in 2017 taking also into consideration the results of the Commission's 2016 staff survey. In order to ensure the efficient use of available resources within the agency the allocation of roles, responsibilities and workload will be periodically assessed. The Agency will continue implementing the multi-annual Learning and Development Framework (LDF) strategy and its detailed action by providing training actions that support the mission and core business of the Agency, focusing on training and development of newcomers, managers and existing staff. The Agency will continue organising the events in the context of the Commission's programme *fit@work* offering staff a wide range of activities that should contribute to better working conditions and better well-being of all staff.

Table 14. Indicators for Human Resources

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.	
Indicator 1: Percentage of staff who feel that the Commission cares about their well-being	
Source of data: Commission staff survey	
Baseline (2016)	Target
49.2%	65% through the implementation of the <i>fit@work</i> programme
Indicator 2: Staff engagement index	
Source of data: Commission staff survey	
Baseline (2016)	Target
68.2%%	75% through all actions deriving from the HR strategy
Main outputs in 2017:	

Output	Indicator	Target
<i>Fit@work programme</i>	<i>Continue the development of actions in line with the fit@work strategy of the Commission</i>	<i>31/12/2017</i>
<i>Implementation of the HR Strategy</i>	<i>100% of the actions deriving from the HR strategy implemented all along the year</i>	<i>31/12/2017</i>
<i>Implementation of the L&D Framework Strategy</i>	<i>Continue to develop the priorities outlined in the LDF to support the Agency mission and the development of staff.</i>	<i>31/12/2017</i>

4.1.2. Financial management: Internal Control and Risk Management

The CEF Transport and CEF Energy ex-ante control strategy and CEF Telecommunications one developed in 2016 will be reviewed during 2017 in the light of the experience gained with foreseen CEF interim and balance payments that the Agency will have treated by then.

In 2017 the implementation of the INEA Multi-Annual Audit Strategy 2017-2024 (adopted by INEA in October 2016) will begin, including the first audits of the CEF programme expenditure. A key indicator will be a multi-annual residual error rate calculation per CEF sector. The start of CEF audit activity in early 2017 and which is ongoing throughout the calendar year will not produce a mature multi-annual residual error rate calculation for CEF by the end of 2017. Nevertheless, the audits performed and finalised in 2017 will support the AAR declaration regarding CEF expenditure.

In 2017, the Certificate for Financial Statement (CFS) model for the CEF Model Grant Agreement will be reviewed by INEA, based on the experience of the first wave of interim and financial statements processing in 2016.

The Agency will continue monitoring the budget execution via the implementation of the Agency's operational budget strategy set up in 2016²⁰. If necessary the Agency will proceed with a revision of the multi-annual commitment planning and adapt the payment planning accordingly.

For Horizon 2020, the Agency established in 2016 a budget optimisation process (Ares(2016)856659) which is going to be continued in 2017.

Concerning the operating budget, in 2017 INEA will pursue its efforts to streamline even further the processing of financial files to keep inter alia its good track record on time to pay despite the increasing volume of transactions.

The Risk Management exercise for 2017 has been a further fine-tuning of the local Risk Registers at Unit and Department level, feeding the overarching INEA Risk Register, as a building block for the Authorising Officers by Sub-Delegation to provide their assurance to the Authorising Officer by Delegation. In parallel the reliability of the reporting requirements are being improved and streamlined through the overarching control Strategy.

²⁰ (Ares(2016)3218572).

The 2017 INEA Risk register holds four significant risks which will be closely monitored through the associated Action Plan and a mid-term revision process.

The current Internal Control Framework is in the process of being revised at the Commission level to be rolled-out in 2017 and having an impact on INEA's processes and procedures used for the implementation and control of its activities and keep the related documentation up to date.

Table 15. Indicators for 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.

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

Indicator 1: Estimated residual error rate

Source of data: Residual Error rate calculations for TEN-T, Marco Polo legacy programmes²¹.

Baseline (Marco Polo and TEN-T residual error over 2007-2013 programme)	Target
<i>Below 2%</i>	<i>Maintain residual error rate below the materiality threshold of 2%</i>

Indicator 2: Estimated overall amount at risk for the year for the entire budget under INEA responsibility

Source of data: total payment appropriations executed in 2016 by INEA (excluding pre-financings)

Baseline 2016 payments (excluding initial and further pre-financings)	Target
<i>Not yet available</i>	<i>Below 2%²²</i>

Indicator 3: Estimated future corrections

Source of data: ABAC.

Baseline (2016 payments (excluding initial and further pre-financings)	Target
<i>Not yet available</i>	<i>none</i>

Main outputs in 2017:

Output	Indicator	Target
<i>Delivery of 2017</i>	<i>% completion of</i>	<i>For the 2017 Annual Audit plan,</i>

²¹ No residual error rate calculation will be available in 2017 for CEF/Horizon 2020 due to limited final audit results being available by this date.

²² Based on the overall residual error rate for the TEN-T Programme 2007-2013, the overall amount at risk for the financial transactions should remain below 2% of the total 2017 payments for TEN-T and by analogy to CEF. The same target applies for Horizon 2020 payments.

<i>Annual Audit Plan</i>	<i>programmed audit fieldwork in 2017</i>	<i>100% of planned audit fieldwork to be completed by end 2017</i>
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Objective 2: Effective and reliable internal control system in line with sound financial management.

Indicator 1: Conclusion reached on cost effectiveness of controls

Source of data: Annual Activity Report 2016

Baseline (2016)	Target
<i>Yes or No</i>	<i>Yes or No</i>

Indicator 2: Percentage of Cost of controls over expenditure

Source of data: Annual Activity Report 2016

Baseline (2016 AAR)	Target
<i>Not yet available</i>	<i>Costs of control represent a low percentage of the total expenditure.</i>

Main outputs in 2017:

Output	Indicator	Target
<i>Review of the ex-ante control strategy (CEF Transport & Energy) based on the experience gained.</i>	<i>Completion of the revision</i>	<i>First half of 2017</i>
<i>Review of the ex-ante control strategy (CEF ICT) based on the experience gained.</i>	<i>Completion of the revision</i>	<i>Second half of 2017</i>

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

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)	Interim Milestone	Target
<i>2016</i>	<i>Revision of AFS 2016</i>	<i>Update every 2 years if necessary, as set out in the AFS</i>

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

Source of data: INEA' AFS

Baseline (2016)	Interim Milestone	Target
<i>Not available</i>	<i>Not relevant</i>	<i>100% target population(s) reached</i>

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

Source of data: INEA' AFS

Baseline (2016)	Interim Milestone	Target
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Not available	Reporting in Bi-annual Report and AAR	Twice per year
Main outputs in 2017:		
Output	Indicator	Target
Delivery of the revised 2016 AFS Action Plan	Number of actions implemented	All actions implemented by end of 2017
Assessment of the need to revise the 2016 AFS	Completion of the assessment	Decision of the management by end of 2017 on the need to revise or not the 2016 AFS

4.1.3. Information management

Paperless is being deployed increasingly in the Commission and more and more external beneficiaries adopt e-signature solutions to eliminate the circulation of paper documents. In this context INEA will extend its current paperless policy by adopting and implementing a more ambitious paperless procedure in 2017.

Table 16. Indicators for Information management

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable		
Indicator 1: Percentage of registered documents that are not filed²³ (ratio)		
Source of data: Hermes-Ares-Nomcom (HAN) statistics		
Baseline (2016)	Target	
0,28%	0%	
Indicator 2: Number of HAN files readable/accessible by all units in the EA		
Source of data: HAN statistics		
Baseline (2016)	Target	
85%	85%	
Indicator 3: Number of HAN files shared with other DGs		
Source of data: HAN statistics		
Baseline (2016)	Target	
16%	15 %	
Main outputs in 2017:		
Output	Indicator	Target
Total n° of Ares signatories:2724	N° of paperless Ares signatories ²⁴ : 254 = 9.30%	20 %

²³ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

²⁴ The Ares report "Documents with all first versions of its attachements added before the launch of the e-signatory" is used for the calculation of the indicator. This report provides the most accurate figure for e-signatory paperless statistics, since paperless e-signatories require that all documents be uploaded before the launch of the signatory. The base line for 2016 is 9.30%.

4.1.4. External Communication

INEA communication activities in 2017 will support the whole CEF project lifecycle. In particular the Agency will continue to focus on promoting the visibility of the Calls for Proposals, Info Days, and the role of the Agency. INEA will also support communication for policy events (with the agreement of the parent DG's) and national info days, on project results and successes, and continue its efforts to create communication synergies between CEF, Horizon 2020, EFSI and cohesion policy/ESIF. The main aims will be to continue targeting potential and existing beneficiaries, and to generate data on projects results and benefits that enables the parent DGs to deliver a political message to the broader public. INEA will also support communication on project results and impacts by identifying 'success stories' and provide material for corporate communication initiatives like 'EUInvest' and 'Budget focused on results'. INEA will also assist the parent DGs in promoting the mid-term evaluation of the CEF. A dedicated communication product on CEF covering the three sectors will be prepared. A specific strategy on Social Media management will be put in place with the agreement of the parent DG's.

INEA will continue to highlight implementation achievements and the Agency's added value in monitoring the projects under the legacies of the TEN-T and Marco Polo programmes.

INEA communication activities will support the whole Horizon 2020 project lifecycle during 2017. In particular the Agency will continue to focus on promoting the visibility of the Calls for Proposals, Info Days, and the role of the Agency, as part of the efforts to continue opening up the funding possibilities and process. This includes contributing to 'widening' actions to increase participation in low R&I performing countries. Potential applicants need to be encouraged to get involved in preparing and delivering projects that are an essential element in achieving EU policy priorities and objectives. This will be done in particular via events and joint communication actions with the parent DGs, and by using the website, publications, audio-visual means and social media.

INEA will also support communication on projects results and impacts 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 Transport Research and Innovation Portal (TRIP).). INEA with the parent DGs/Commission services concerned, will encourage and support ongoing projects in their efforts to engage the wider stakeholder community through targeted information and dissemination activities. INEA will liaise with the Common Support Centre and the parent DGs for the dissemination and exploitation of the programme results, and collaborate with the Research Enquiry Service (RES) for communication with the Horizon 2020 stakeholders. INEA will also continue its efforts to create communication synergies between CEF, Horizon 2020 and ESIF.

Table 17. Indicators for external communication activities:

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

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

Source of data: Standard Eurobarometer

Baseline: November 2014	Target: 2020	
Total 'Positive': 39% Neutral: 37 % Total 'Negative': 22%	Positive image of the EU \geq 50%	
Main outputs in 2017:		
Output	Indicator	Target
Increased promotion of funding opportunities provided by the EU as a positive contribution to citizens	People reached Source of data: Web statistics, social media statistics, information day attendance, including web streaming, as well as statistics from participation to other events Baseline (2016): 11,096,659	\geq 12,000.000
Widened participation in calls for proposals	% newcomers to the information days Source of data: Feedback forms Baseline (2016): 58,5%	\geq 30%
Increased visibility of project results and successes	People reached Web statistics, publications distributed, event statistics from parent DGs if available (Social media statistics will be included as from 2017) Baseline (2016): 120,724.00	\geq 130,000.00
Increased engagement of beneficiaries and stakeholders	Satisfaction rate of participants for the information day Source of data: Feedback forms Baseline (2016): 92% Number of impressions on Twitter (potential reach) Source of data: Twitter stats per call/hashtag Baseline: (2016) <ul style="list-style-type: none"> • 3,785 tweets • 10,844,101 impressions Number of people finding content they were looking for on the	\geq 95% \geq 12,000,000 impressions

	website <i>Source of data: Online survey</i> <i>Baseline (2016): 63%</i>	≥ 75%
Annual communication spending:		
Baseline (2016)	Estimated commitments (2017)	
€270,584.61	€551,300.00	

4.1.5. Internal communication

During 2017 internal communication will focus on developing tools and channels that give staff the essential resources and support for their role as ambassadors including training and guidelines, and guidance on the use of social media. This will be supported via an internal communication network fostering coordination and knowledge sharing.

Other horizontal activities

Support to Programmes Mid-term Evaluations and impact assessments

In 2017, INEA as a member of the dedicated Inter-Service Group will contribute to the mid-term evaluation of the CEF programme being conducted by DG MOVE, DG ENER and DG CNECT pursuant to article 27 of the CEF Regulation. INEA will timely provide all necessary information to assist the external contractors in applying the methodology in the Terms of Reference (ToR) of the evaluation study, notably on a sample of CEF co-funded projects in different priorities as well as on technical and financial implementation of project portfolio and the evolution and use of CEF funds allocated through grants. INEA will assist the Parent DGs in the preparation of all relevant steps leading to the final report as appropriate (open public consultation, reports by the consultant, scrutiny by the Regulatory Scrutiny Board, Staff Working Document, etc.) and also assist the parent DGs in communicating on the mid-term evaluation and on the programme itself.

In 2017, INEA in cooperation with DG MOVE will take all the necessary steps in preparation for the mid-term review of the CEF transport project portfolio to be carried out in 2018.

Moreover, in 2017 INEA will contribute to the Impact Assessment in view of the new post-2020 Multi-Annual Financial Framework and the CEF II programme.

As regards Horizon 2020, the Agency will continue to support the parent DGs in the context of the overall mid-term evaluation of the Horizon 2020 Framework Programme, as well as in the preparation of the future impact assessment for the next framework programme.

Feedback to policy-making

INEA will continue to foster links between policy-making and programme implementation by providing feedback from the evaluation of calls for proposals, project implementation reports and results from projects clusters per sector. In the light of the expanding portfolio, INEA is increasingly in a position to provide feed-back at project and thematic levels for the policy making activities of the parent DGs.

The deliverables and reports from the on-going projects as well as the results from the first monitoring activities will enable the Agency to further assist the parent DGs in the

preparation of the next Work Programmes. Project Factsheets are potentially one way of contributing to this.

INEA will be sharing its experience and contribute to developing a more robust results measurement framework (outputs, outcomes, estimated impact) of financed projects starting with Transport sector in 2017.

Coordination with research family services

Interaction with the services involved in the coordination of the calls and organisation of the evaluations will be continued, notably the Research Executive Agency, DIGIT and the Common Support Centre.

In addition, INEA will encourage relations at working level with the other Executive Agencies responsible for the implementation of the H2020 Energy and Transport challenges, in particular EASME (Energy Efficiency and SME instrument) and REA (Blue Growth). These links will be particularly important in the context of the new approach towards the H2020 Focus Areas which significantly relies on coordination with other implementing bodies.

Since the ESIF provide considerable support to research, technical development, and innovation activities, INEA will continue liaising with relevant DG RTD services (in charge of coordination between Horizon 2020 and the ESIF) so that synergies between Horizon 2020 and ESIF can be further encouraged.

The Agency will continue its active participation to the coordination groups and steering committees established as part of the Horizon 2020 governance for the implementation and improvement of the programme.

Assistance in the management of innovative Financial Instruments CEF/EFSI

As for transport there is an active role for INEA in assisting it within the provisions of the Delegation Act. While the policy orientation and implementation of financial instruments remains a responsibility of DG MOVE, INEA may for instance assist in the following tasks concerning both the CEF FI and EFSI:

- Analyse the CEF grants project portfolio, including proposals, and identify projects that could benefit from greater understanding of EU financial instruments and how they can be used. With the agreement of DG MOVE, provide guidance to these project sponsors to promote the use of and facilitate access to financial instruments.
- Put in place a process to ensure that economic and financial cost-benefit analysis of projects submitted under the calls are evaluated consistently and funding gaps are clearly identified.
- In consultation with DG MOVE encourage project promoters to use CEF grants to study the possibility to use FI, such as support for the preparation of Public Private Partnerships (PPPs), accompany the study and provide guidance.
- To contribute to studies, market-demand assessments and working groups established by DG MOVE to develop tailor-made financing initiatives in priorities such as new technologies and innovation, ERTMS, inland and maritime navigation.
- Assisting in drafting ToR for a study aiming at developing a Cost Benefit Analysis (CBA) methodology for the assessment of CEF projects.
- Assisting in drafting ToR for a study to develop benchmarks relating to transport project costs in different Member States (i.e. to provide indications on unit cost of for instance recharging points and alternative fuels vehicles, ERTMS on board equipment and track side cost per km, or more in general unit cost for infrastructure construction by mode).

As for energy INEA may assist in the task of analysing the CEF-E grants project portfolio, including proposals, and identify projects that could benefit from greater understanding of EU financial instruments (including EFSI) and how they can be used. INEA may provide guidance to the project promoters to promote the use of and facilitate access to financial instruments.

Legal affairs

During 2017, the main focus of activity will be the continuity of the legal assistance regarding the preparation and implementation of grant agreements for the three sectors of CEF as well as the implementation of TEN-T grant Decisions and Marco Polo grant agreements. This will imply legal validation of new CEF GAs and legal support for the modification, suspension and termination of actions funded under CEF and the legacy Programmes. This will also include legal advice in the analysis of the compliance with EU Public Procurement law by beneficiaries during the implementation of TEN-T grant Decisions and CEF-T and E GAs. The 'Background document for the assessment of compliance of TEN-T and CEF projects with Union Public Procurement Law' and the 'Quick guide to analysing procurement procedures' will be revised to include the provisions of the new Directives on Public Procurement (mainly Directive 2014/24/EU and Directive 2014/25/EU).

Strategic Planning and Programming (SPP)

In the light of the overall revision of the Annual Activity Report (AAR) template and instructions undertaken by the Commission's central services in 2016, INEA will explore the opportunity to report to the Commission on the Agency's contributions to the policy objectives of the Programmes for which INEA has developed a performance framework (see project and financial management section under CEF Transport specific objective). The Agency will also look into the establishment of an informal network of SPP correspondents within the EAs and the parent DGs.

Reporting

For CEF Transport, INEA will deliver its programme reporting in line with the CEF environment and legal basis, namely CEF corridor reports - including the horizontal priorities in addition to updated Member State country reports. It will also contribute to the reporting exercises under article 49 of the TEN-T Regulation and article 22 of the CEF Regulation as appropriate. INEA will also prepare, in coordination with DG MOVE, an analysis of the CEF financial assistance in certain horizontal priorities, in particular ERTMS, Motorways of the Sea (MoS), innovation, Intelligent Transport Systems (ITS). The objective is to equip DG MOVE with relevant information concerning funding decisions (use of CBA, cost ceilings, support of pilot projects infrastructure deployment and mobile equipment) in view of reporting and auditing exercises.

For CEF Energy, INEA in close cooperation with DG ENER will provide feedback and adequate reporting on the implementation of the CEF Energy project portfolio, in the context of their contribution to PCI monitoring as outlined above.

For both, CEF Transport and Energy INEA will produce specific reporting on project portfolio overview including global and per sector performance findings as well as recommendations for adjustments, on the basis of the 2017 ASR exercise.

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

In 2017, in order to cope with the rapidly expanded TENtec grant management system, a data warehouse for TENtec will be developed in order to ensure a stable basis for reporting on CEF and TEN-T implementation.

On this basis and in order to improve the reporting methods and tools, INEA will continue to phase in the new reporting and Business Intelligence tool QlikSense.

INEA will also continue to follow the Common Support Center decisions and instructions related to reporting on Horizon 2020.

IT

IT development and support will continue for the implementation of the entire project cycle this year, in particular the eASR module, the grant agreement amendment process and the collection of a new set of CEF-related policy indicators into TENtec.

The Agency will manage new types of calls such as the Synergy and the Blending calls, which will complement the 'traditional' portfolio of actions funded through calls.

The GIS interactive viewer available to CEF Transport applicants through the e-Submission module of TENtec has been extended to energy calls and this year it will be further enhanced based on the experience gained from 2016 Call for Proposals.

INEA will focus on accommodating the hosting of additional staff members in terms of infrastructure and providing efficient user support to all staff for the IT network. The incremental use of the new videoconferencing and web-streaming services already deployed in 2016 will be further promoted internally as a cost-effective communication means notably with external stakeholders.

The integration of TENtec with HERMES will allow the automatic registration and filing of TENTEC documents in ARES.

Logistics

In 2017 the Agency will need to rent extra office space to accommodate needs of additional staff that should be recruited as of 2017. The negotiations have started to rent additional space in the building attached to the current building of the Agency. This extension should cover office space needs of the Agency until 2020.

Specific efforts to improve 'economy' and 'efficiency' of spending and non-spending activities.

According to the Financial Regulation (Art. 30), the principle of economy requires that the resources used by the Agency in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price. The principle of efficiency concerns the best relationship between resources employed and results achieved.

The respect of these principles is continuously pursued by INEA through the implementation of internal procedures and predefined practices. These procedures ensure that activities are executed in an efficient manner (e.g. the different workflows contribute to the efficient cooperation between staff, units, etc.) and according to the principle of economy (e.g. the procurement rules ensure procurement in optimal conditions).

INEA is continuously fine-tuning its internal arrangements in order to improve the efficiency and economy of its operations. The following two initiatives show how these principles are implemented in the Agency:

1. Further definition of internal business processes

As a result of the exercise in 2016 to further define the internal business processes and business owners, internal workflows for input validation will become more cost and time efficient and thus will contribute to the horizontal objective of the Agency to maximise the efficiency of INEA's resources, programme support and administrative support so as to help the Agency achieve its objectives.

2. Implementation of the 'paperless' project

One of the concrete projects that should bring more efficiency is increase of use of electronic workflows in ARES and use of the electronic signature for the internal/external documents.

4.2. Operating budget, staff and operational appropriations

4.2.1. Operating budget

In line with HR methodology agreed by INEA with its parent DGs, the operating resources (in € million) of the Agency are split as follows:

Budget title		EU contribution	EFTA/EEA contribution	Third countries' Contributions	Total appropriations (€ million)
Title 1	Staff expenditure	18,779,045	121,449	97,603	18,998,097
Title 2	Infrastructure and operating expenditure	4,182,121	27,047	21,736	4,230,904
Title 3	Programme support expenditure	1,743,000			1,743,000
Total		24,704,166	148,495	119,339	24,972,000²⁵

²⁵

In September 2016 the Commission has presented a proposal to amend the CEF Regulation (Regulation (EU) No 1316/2013) and the related Guidelines Regulation (Regulation (EU) No 283/2014) in view to launch a new initiative supporting the deployment of free local wireless connectivity in the centres of local public life. Pending the adoption of the amended Regulation, the amount of € 580 000 foreseen by the Commission's proposal is kept aside. This explains why the proposed operating budget for 2017 is inferior to the 2017 voted budget allocated to INEA.

Programmes	Title 1 (€ million)			Title 2 (€ million)			Title 3 (€ million)			Total		
	EU Budget	EFTA/EE A	Third countries contrib.	EU Budget	EFTA/EE A	Third countries contrib.	EU Budget	EFTA/EE A	Third countries contrib.	EU Budget	EFTA/EE A	Third countries contrib.
TEN-T Legacy												
operational	1,351,921			301,075			129,696			1,782,692		
horizontal	326,976			72,818			31,368			431,163		
Marco Polo Legacy												
operational	281,663			62,727			27,020			371,410		
horizontal	68,123			15,171			6,535			89,829		
CEF Transport												
operational	6,928,909			1,543,078			664,693			9,136,680		
horizontal	1,675,829			373,210			160,763			2,209,802		
CEF Energy												
operational	2,084,306			464,178			199,948			2,748,432		
horizontal	504,111			112,266			48,360			664,737		
CEF Telecoms												
operational	1,170,271	14,655		260,621	3,264		113,484			1,544,376	17,918	
horizontal	283,042			63,034			27,447			373,524		
H2020 Energy												
ENER - operational	684,577	22,123	20,219	152,456	4,927	4,503	55,662			892,696	27,050	24,722
ENER - horizontal	165,572			36,873			13,463			215,908		
RTD - operational	1,021,041	32,996	30,157	227,387	7,348	6,716	83,020			1,331,448	40,345	36,872

RTD - horizontal	246,949			54,996			20,079			322,025		
Subtotal	2,118,139	55,119	50,376	471,713	12,275	11,219	172,224			2,762,076	67,395	61,594
H2020 Transport												
MOVE - operational	282,470	9,128	8,343	62,906	2,033	1,858	22,967			368,344	11,161	10,201
MOVE - horizontal	68,318			15,215			5,555			89,088		
RTD - operational	1,316,546	42,546	38,884	293,197	9,475	8,660	107,047			1,716,790	52,021	47,544
RTD - horizontal	318,420			70,913			25,890			415,224		
Subtotal	1,985,755	51,674	47,227	442,230	11,508	10,518	161,460			2,589,445	63,182	57,745
Total per Source of Financing within each Title	18,779,045	121,449	97,603	4,182,121	27,047	21,736	1,743,000	-	-	24,704,166	148,495	119,339
Total per Budget Title	18,998,097			4,230,904			1,743,000			24,972,000		

4.2.2. Human Resources

Programmes	Staff (EU Budget)					
	TAs	Of which Seconded officials	CAs	SNEs	Total	%
TEN-T Legacy						9%
operational	4.8	1.5	14.5		19.3	
horizontal	1.2	0.5	3.5		4.7	
Marco Polo Legacy						2%
operational	0.8		3.2		4.0	
horizontal	0.2		0.8		1.0	
CEF Transport						46%
operational	25.8	8	73.3		99.0	
horizontal	6.2	2	17.7		24.0	
CEF Energy						14%
operational	7.2	2	22.5		29.8	
horizontal	1.8		5.5		7.2	
CEF Telecom						7%
operational	4.0	1	12.1		16.1	
horizontal	1.0		2.9		3.9	
H2020 Energy						11%
ENER - operational	2.6	1	7.1		9.7	
ENER - horizontal	0.6		1.7		2.3	
RTD - operational	3.9	3	10.6		14.5	
RTD - horizontal	0.9		2.6		3.5	
Subtotal	8	4	22		30	
H2020 Transport						10%
MOVE - operational	1.0	1	3.0		4.0	
MOVE - horizontal	0.2		0.7		1.0	
RTD - operational	4.6	1	13.9		18.6	
CNECT - operational*		1				
RTD - horizontal	1.1	1	3.4		4.5	
Subtotal	7	4	21		28	
Total						100%
Total	68.0	23	199.0		267	

* DG CNECT secondment in H2020

Staff financed by contributions from EFTA and/or third countries	CEF Telecoms	Horizon 2020 Energy	Horizon 2020 Transport
Staff allocated to operational activities	1	2	2
Staff allocated to management and administration	0	0	0
Total	1	2	2

4.2.3. Delegated Operational Appropriations²⁶

Budget line		2017	
		Commitment appropriations (in €) no EFTA credits authorised	Payment appropriations (in €) no EFTA credits authorised
Legacy programmes			
06 02 51	Completion of the Trans-European Network Programme	N.A	320,000,000
06 02 52	Completion of Marco Polo Programme	N.A	8,000,000
CEF Transport			
06 02 01 01²⁷	Removing bottlenecks and bridging missing links	1,197,822,561	421,000,000
06 02 01 02	Ensuring sustainable and efficient transport in the long-run	71,890,652	41,600,000
06 02 01 03	Optimising the integration and interconnection of transport modes and enhancing interoperability, safety and security of transport	397,147,843	76,000,000
06 02 01 04	Connecting Europe Facility – Cohesion Fund allocation	1,588,194,081	376,000,000
CEF Energy			
32 02 01 01	Promoting the integration of the internal energy market and the interoperability of networks through infrastructure	206,508,927	31,640,000
32 02 01 02	Enhancing Union security of supply, system resilience and security of system operations through infrastructure	206,441,809	24,789,000
32 02 01 03	Contributing to the sustainable development and protection of the environment through infrastructure	206,509,070	24,652,000

²⁶ The operational budgetary annex does not take into account the impact of the proposal made by the Commission for the revision of the MFF and does not include the amount foreseen in 2017 for the commission initiative Wifi4europe (€20 million).

²⁷ The 2017 PSAs delegated to INEA are included in the commitments for €15 million. With regard to the payment, a re-assessment will be made and the related payment will be included after.

EFTA credits included (rate of 2.44% - for some budget lines, INEA received more EFTA credits due to the repartition proposed by the parents which takes into account the forecasted payment needs for 2017)

Budget line		2017					
		Commitment appropriations (in €)			Payment appropriations (in €)		
		EU Budget	EFTA	Total	EU Budget	EFTA	Total
CEF Telecom							
09 03 03 00	Promoting interoperability, sustainable deployment, operation and upgrading of trans-European digital service infrastructures, as well as coordination at European level	75,556,423	1,843,577	77,400,000	36,744,865	896,575	37,641,440
Horizon 2020 Societal challenge 3							
32 04 03 01	Research and Innovations related to energy – Societal Challenges - Making the transition to a reliable, sustainable and competitive energy system	179,422,101	4,377,899	183,800,000	137,800,000	3,843,638	141,643,638
08 02 03 03	Research - Making the transition to a reliable, sustainable and competitive energy system	267,968,513	7,849,414	275,817,927	164,266,381	5,558,033	169,824,414
Horizon 2020 Societal challenge 4							
06 03 03 01	Research and Innovations related to transport – Societal Challenges - Achieving a resource-efficient, environmentally	70,321,652	1,715,848	72,037,500	76,604,000	1,723,466	78,327,466

	friendly, safe and seamless European transport system						
08 02 03 04	Research - Achieving a European transport system that is resource-efficient, environmentally friendly, safe and seamless.	327,747,657	6,752,343	334,500,000	270,510,431	7,998,883	278,509,314