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ANNEX 1

ANNEX

to the

Commission Decision

approving the Annual Work Programme 2017 of the Research Executive Agency



Annual Work Programme 2017

Research Executive Agency

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List of main acronyms/abbreviations

BES	'Border Security and External Security' call (Societal Challenge 7)
CA	Commitment Appropriations
CAS	Common Audit Service
CAST	Call for expression of interest for Contract Staff
COFUND	'Co-funding of regional, national and international programmes' call (MSCA)
COSME	'Competitiveness of Enterprises and Small and Medium-sized Enterprises' programme
CRAS	Common Representative Audit Sample
CSC	Common Support Centre
DMO	Document Management Officer
DRS	'Disaster-resilience: safeguarding and securing society, including adapting to climate change' call (Societal Challenge 7)
EDES	Early Detection System
FAIR	Fraud and Irregularities in Research
FCT	'Fight against Crime and Terrorism' call (Societal Challenge 7)
FET	Future and Emerging Technologies
FP7	The 7 th Framework Programme for Research and Innovation (2007-2013)
GIP	General Implementing Provisions
GM	'General Matters' call (Societal Challenge 7)
H2020	Horizon 2020, the 8 th Framework Programme for Research and Innovation (2014-2020)
ICM	Indirect Cost Method / Model
KPIs	Key Performance Indicators
LEAR	Legal Entity Authorised Representative
LEIT	Leadership in enabling and industrial technologies
MCA	Marie Curie Actions (FP7)
MSCA	Marie Skłodowska-Curie actions (H2020)
MUS	Monetary Unit Sampling
NCPs	National Contact Points
OLAF	European Anti-Fraud Office
PDM	Participant Data Management
Qx/2017	1st /2nd /3rd /4th Quarter of 2017
R&I	Research and Innovation
RO	Third Country Contributions
SEDIA	Single Electronic Data Interchange Area
SGA	Specific Grant Agreement
SEWP	Spreading Excellence and Widening Participation
SWaFS	Science with and for Society

PART 1. Message from the Director

REA supports its Parent DGs in the achievement of their strategic objectives, namely:

- to reinforce the science and technology base, spurring innovation and turning societal challenges into innovation opportunities (DG RTD);
- to strive for an inclusive society based on cross-border and inter-cultural cooperation in education, research, youth, culture and sport, by supporting young people, students, teachers, researchers and artists (DG EAC);
- to create a Digital Single Market for more growth and jobs, (DG CNECT);
- to develop a deeper and fairer internal market and help European enterprises, to be globally competitive, innovative and sustainable and to create more jobs, growth and value for all (DG GROW);
- to promote the sustainable development of Europe's agriculture and to ensure the well-being of its rural areas (DG AGRI);
- to build an open and safe Europe where the rights and security of both EU citizens and non-EU nationals are guaranteed (DG HOME).

By managing the parts of the Research Programmes that have been delegated to it and by promoting projects in Excellent Science, Industrial Leadership and Societal Challenges, REA participates to the achievement of these objectives and contributes specifically to political priorities of the Commission, such as "A New Boost for Jobs, Growth and Investment", "A Connected Digital Single Market", "A Resilient Energy Union with a forward-looking Climate Change Policy" and, indirectly, those related to the EU in a global world¹.

In comparison with previous years, 2017 will be a year of stability. Horizon 2020 processes and procedures are fairly stable. In accordance with the updated Memorandum of Understanding, REA will further work on fostering good collaboration with the parent DGs, specifically in the areas of policy-feedback loop and dissemination and exploitation of results. It will support Parent DGs in the preparation of the H2020 Work Programme 2018-2020, notably with feedback from the implementation side. Managing its varied portfolio of activities, REA will face a number of challenges in managing the delegated actions, providing support services to its clients and running its own administration.

On the **operational side**, a high quality of evaluation ensures that the best proposals are funded and REA will continue to implement an evaluation process based on peer reviews that remains at the highest international level. In 2017, in coordination with the CSC, it will be working further on the business processes for expert management as well as the further development of IT tools, aiming at the best allocation of proposals to experts and improved detection of conflict of interest.

REA will continue to shift its project portfolio to Horizon 2020 grants and further consolidate its project monitoring process, including the implementation of a proportional ex-ante control striking a balance between trust and control by focusing on the identification and mitigation of risks. Indeed, project monitoring is a very prominent part of the project lifecycle under Horizon 2020, with an emphasis on ensuring that scientific excellence delivers results and that these results reach European citizens and help policy makers in their policy developments for the future. REA, and the executive agencies in general, are the interface facilitating the flow of information from project results to policy development. Besides REA verifies that the projects are performed in conformity with the signed grant agreements and the applicable rules. It is responsible for ensuring that transactions are compliant with the sound financial management principle and for ensuring the legality and regularity of the underlying transactions.

¹ Priorities 6, 7 and 8 , see section 2.2.

In terms of communicating and exploiting results, REA ensures that beneficiaries have chosen adequate communication measures to promote their results and ensure their proper exploitation. In this respect, the Common Support Centre (CSC) in cooperation with the executive agencies is currently investing significant effort to further promote the dissemination and exploitation activities.

REA is expected to have its mandate revised to lift the current restriction on the delegation of projects generating EU Classified Information (EUCI) under H2020 Societal Challenge 7 (SC-7) as of 1 January 2018. The cost benefit analysis to support this change of mandate has been prepared by DG HOME with the active support of REA. Meanwhile, REA is working together with DG HR's Security Directorate (HR.DS) to fit REA out for the handling of classified information which is becoming an issue for other parts of H2020 (outside SC-7) delegated to REA. As a first step, REA aims at building its capacity to handle EU restricted information by April 2017.

Regarding the 'Spreading excellence, widening participation' action, additional budget has been made available by the Commission in order to address the high political expectations from this action in terms of capacity building for countries which are lagging behind in terms of R&I performance through institution building/networking and learning from the experience of advanced partners.

Concerning **support services**, the Agency will continue to explore further efficiency gains in the provision of the support services in view of the continuous growing clientele, notably for participant validation. More specifically, REA is working on a more efficient business process for Legal Entity Authorised Representatives (LEAR) validations.

The update of the Rules for Administrative and Logistics Support Services and the further harmonisation of the Rules for legal and financial viability checks, both initiated in 2016, will continue with other Commission services. In addition, the new model contract for experts will be implemented in April 2017 with an impact on the work of the Agency.

In the context of the Commission's initiatives for synergies and efficiencies REA will play a major role in the development and roll-out of the SEDIA (Single Electronic Data Interchange Area) project, building on REA's participant validation activities supported by the Participant Data Management (PDM) tool. SEDIA plans for the integration of several IT tools to become a standardised electronic exchange system for procurement and grant management for the Commission as a whole. Taking into account REA's experience in providing validation services for the Research family and other EU programmes, its mandate with respect to participant validation will be extended and an agreement on a governance and co-financing model will have to be found for 1 January 2018 to allow the proper transfer of participant validations for the whole of the Commission to the Agency. The project has a very tight schedule: the corporate cost-benefit analysis has to be finalised beginning 2017 in order to feed into the 2018 budget preparations so as to allow implementation by 2018.

During 2017, a lot of preparatory work will need to be undertaken so as to align the business processes, prepare the IT tool and set up the necessary organisational structures in order to be ready to take on this new challenge as from 1 January 2018.

Regarding **administrative aspects**, recruitment of new staff will remain a priority as REA is expected to grow further in 2017. With regards to the mobility of staff between EU Agencies, the 'inter-agencies market' has become a reality for temporary agents and a common IT platform for the publication of posts, expected to become available in 2017, may further boost this type of mobility. As soon as the new General Implementing Provisions (GIPs) on the recruitment and engagement of contract staff are adopted, a similar inter-agencies market will become effective for contract staff. This offers both real opportunities (attracting new talents) and potential threats (losing highly competent staff).

REA occupies the Covent Garden building, together with colleagues from EASME, ERCEA and DG RTD, but the availability of office space is reaching its limits and the initial plans to free additional space are being delayed. A mid-term solution for the accommodation of new staff will have to be found in 2017. In addition, measures to improve the security of staff, experts and visitors in the building will be taken; an X-ray scanner / metal detector will be installed and experts will receive electronic badges.

With regard to the results of the 2016 Staff Survey, the REA welcomes the significant rise of the majority of indicators, including the increase by 3 percentage points in the staff engagement index compared to the previous survey. REA will work to address the remaining areas of concern, while giving due consideration to previous survey's results and corrective measures related to workload rebalancing, management of staff expectations and participatory leadership. Following an internal consultation process launched in October 2016 to collectively identify priorities for corrective actions, working groups, involving staff and managers will develop actions to be implemented to address the concerns expressed by staff. This action plan will be presented to staff during the annual staff assemblies planned in March 2017.

With regards to the second external evaluation of the REA (2012-2015), the recommendations outlined in the study have been addressed in an action plan and timely implementation will be followed-up in the course of 2017.

Finally, by end of March 2017, my mandate as Director of the REA will come to an end with the smooth hand-over of my duties to a new Director.

The five following KPIs were chosen to reflect the most important aspects of the Agency's performance.

Key Performance Indicator	Indicator	Target	Latest known results
1 – Full implementation of the operational budget	Percentage of execution of the 2017 operational budget (commitments and payments)	100%	100% for the 2016 operational budget
2 – Rapid conclusion of grant agreements ('Time-To-Grant')	Time-To-Grant (TTG): Time from call deadline to grant signature (% of projects signed within 8 months) ²	100% within 8 months (245 days)	99% Average of 193 days (on 31 December 2016)
3 – High quality of the grant management	Share of projects that achieved their objectives	90% of projects which achieved most of their objectives ³ (for FP7 only)	96% for FP7 projects (on 31 December 2016)
	Number of complaints on evaluation results upheld or partially upheld (evaluation review)	0.5% of proposals evaluated	0.46% for 2015 calls (on 31 December 2016)

² The indicator for time-to-inform will be covered in the document but is left out of the KPI table.

³ On closed projects (not all projects will be finished by end-2017).

Key Performance Indicator	Indicator	Target	Latest known results
4 – Legality/regularity of financial transactions	Error rate in financial transactions	<p>H2020:</p> <ul style="list-style-type: none"> – Overall target : as close as possible to 2% (within the range of 2-5%) – Specific target for the MSCA subset: below 2% <p>FP7: Less than 2% of total budget (materiality threshold)</p>	<p>H2020: Not available</p> <p>FP7: <i>Representative error rate / Common Representative Audit Sample (CRAS):</i></p> <ul style="list-style-type: none"> • Space and Security: 5.03% <p><i>Detected error rates:</i></p> <ul style="list-style-type: none"> • SMEs: 6.28% • People: 1.72% <p><i>Residual error rates:</i></p> <ul style="list-style-type: none"> • Space: 3.18% • Security: 3.55% • SMEs: 5.99% • People: 1.55% <p>(on 31 December 2016)</p>
5 – Providing efficient support services to the Research DGs and other client services	Expert contracting	100% of expert contracts signed by the REA in less than 10 calendar days ⁴	99.3% ⁵ (on 31 December 2016)
	Expert payment	100% of experts paid within 30 days	99.6% (on 31 December 2016)
	Participant validation	95% of validations performed within the 90 days from the "raise priority" date ⁶	92.4% ⁷ (on 31 December 2016)

⁴ The indicator is measured from the moment the contract signature process is launched in COMPASS until the signature of the contract by both parties.

⁵ New indicator – first available results.

⁶ The priority setting for validations is automatically set by the PDM system.

⁷ New indicator – first available results.

PART 2. Mission Statement

2.1. REA mission statement

The REA assists the Commission in achieving the objectives of the Research Framework Programmes and the EU strategies to foster growth by supporting research and innovation by implementing parts of the Horizon 2020 and FP7 Framework Programmes. It delivers services to the research community by ensuring implementation of its part of the EU funding for research and innovation and by providing support services to all the Commission research services and participants in the Framework Programmes. By maintaining close contacts with beneficiaries and by providing a high visibility of the European Union, REA acts as promoter of the European Research Area and EU research and innovation policies.

2.2. The Commission's policy objectives in the area of research and innovation for 2017

The REA contributes, through its parent DGs, to the achievement of the first political priority of the Juncker Commission, namely 'A New Boost for Jobs, Growth and Investment'.

Moreover, it supports other objectives / Political Priorities, in particular: 'A Connected Digital Single Market' (Priority 2), 'A Resilient Energy Union with a forward-looking Climate Change Policy' (Priority 3) and, indirectly, those related to EU in a global world⁸.

The Commission's policy objectives in the area of research and innovation for 2017 can be found in the Commission Work Programme, the legal basis of the framework programme, the H2020 work programme 2016-2017 and in the Strategic Plans and Management Plans of the parent DGs. For each objective, the DGs have defined in their plans the impact indicators with measurement of the current situation and the (long-term) targets.

2.3. The role of the REA in support of the policy objectives

REA was established and started operations in 2009, implementing parts of FP7⁹ (the People Specific Programme, the Capacities Specific Programme – Research for the benefit of SMEs, and the Cooperation Specific Programme – Space and Security themes).

Under Horizon 2020, the new Framework Programme for Research and Innovation for the period 2014-2020, more than half of the activities are delegated from the Commission to executive agencies. The Commission decided in December 2013 to extend the lifetime of the REA and to entrust it with the management of large parts of Horizon 2020. Nearly 20% of the overall H2020 budget envelope will be managed by the REA.

In addition to the legacy of the FP7 and management of their successor actions in Horizon 2020, the Agency manages activities from 'FET open', from the agricultural research and food safety, from the innovative, inclusive and reflective societies as well as new parts of Digital Security Research. REA also manages the specific objectives 'Spreading Excellence and Widening Participation' and 'Science with and for Society'.

⁸ 'A Reasonable and Balanced Free Trade Agreement with the U.S.' (Priority 6), 'An Area of Justice and Fundamental Rights based on Mutual Trust' (Priority 7) and 'Towards a New Policy on Migration' (Priority 8).

⁹ The European Union's Research and Innovation funding programme for 2007-2013.

The REA Delegation Act sets out in detail the role of the Agency in the management of H2020 for the parts it is in charge of. REA carries out these tasks in close cooperation with the Steering Committee and the parent DGs:

- DG Research and Innovation (RTD),
- DG Education, Youth, Sport and Culture (EAC),
- DG Communications Networks, Content and Technology (CNECT),
- DG Internal Market, Industry, Entrepreneurship and SMEs (GROW),
- DG Agriculture and Rural Development (AGRI),
- DG Migration and Home Affairs (HOME).

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

- on the basis of the H2020 work programme, the agency autonomously manages the calls for proposals, the evaluation of the proposals and the launch and conclusion of grant award procedures,
- REA monitors the resulting projects, for Horizon 2020 and FP7, according to the applicable financial and administrative rules, making the necessary checks before paying out the grant.

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

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

REA is also responsible for the **provision of administrative and logistical support services** to participants and Commission services, Agencies, Joint Undertakings implementing H2020 and, to a lower extent, FP7, and include :

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

Other (non-research) EU programmes benefit from the REA's support services (such as justice, education, competitiveness or agricultural promotion), in particular with regard to participant validation.

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

PART 3. Overview of outputs for the year 2017

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

The policy objectives and fields of actions of this H2020 pillar are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017. The activities and objectives of the FP7 Marie Skłodowska-Curie Actions are set out in the Council Decision on the People Specific Programme¹⁰ and in the related annual work programmes.

The REA has been entrusted with the management of the full project cycle of the MSCA actions according to the Annexes I and II of the Delegation Act¹¹. It manages the actions (except for policy support actions which are not subject to open calls for proposals) based on the Commission's policy guidance stipulated in the work programmes.

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

Relevant general objective: General objective 1-A: Under the overarching Commission objective of a "A New Boost for Jobs, Growth and Investment", EU level intervention aims at competitiveness through education, innovation, youth, culture and sport.					Parent DG: EAC
Specific objective: Specific objective 1.7: Excellent science – Marie Skłodowska-Curie actions – to ensure optimum development and dynamic use of Europe's intellectual capital of researchers in order to generate new skills and innovation and, thus, to realise its full potential across all sectors and regions.					Related to spending programmes H2020 and FP7
Main outputs in 2017:					
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA	Indicative budget 2017 from the H2020 WP 2016-17 (CA, million €)
Management of H2020					
Management of the calls and contracting procedures of the WP 2016-2017¹² – Marie Skłodowska-Curie Actions					
Innovative Training Networks (Unit A1)	MSCA-ITN-2017	10.01.2017	1	3 (All) topics	430.00
Individual Fellowships (Units A2 and A4)	MSCA-IF-2017	14.09.2017	1	5 (All) topics	248.70
Research and Innovation Staff Exchange (Unit A3)	MSCA-RISE-2017	05.04.2017	1	n/a	80.00

¹⁰ Council Decision 2006/973/EC of 19 December 2006 (OJ L54, 22.2.2007, p.91).

¹¹ Commission Decision C(2013) 9418 of 20 December 2013.

¹² Commission Decision C(2016) 4614 of 25 July 2016.

COFUND (Unit A4)	MSCA-COFUND-2017	28.09.2017	1	2 (All) topics	80.00
Total			4	10 (All) topics	<u>838.70</u>
Management of FP7					
Management of FP7 grant agreements (FP7 People Programme)			All FP7 calls closed	n/a	n/a

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

- For the management of H2020, estimated numbers are provided for all actions, either linked to the calls, grants or projects.
- For the management of the previous framework programme (FP7), all the calls being closed, only actions linked to project management are applicable and may be filled with estimated numbers.

Key actions in 2017:		
Description	Estimated number (FP7)	Estimated number (H2020)
Initiatives/events for the promotion of the programme	n/a	5
Calls for proposals	n/a	4
Evaluation sessions	n/a	4
Number of individual proposals evaluated	n/a	11,450
Grant finalisation	n/a	1,250
Procedures for selection by the Commission (where necessary)	n/a	11
Pre-financing payments	n/a	1,450
Interim payments / progress reports	90	350
Final payments / final reports	1,350	500

In practice, through these actions, the REA will contribute to reach the targets set by DG EAC as regards the number of researchers, including PhD candidates, funded through the MSCA, the number of MCA/MSCA fellows in employment positions two years after the end of their fellowship¹³, the percentage of women participating in the MSCA, the number of peer-reviewed publications resulting from MCA/MSCA funded projects and the percentage of non-academic sector institutions and SMEs as host organisations in actions supported by MSCA.

¹³ Only for individual actions.

3.2. Implementation of Horizon 2020 – Excellent Science – FET OPEN (DG CNECT)

The policy objectives and fields of actions of FET OPEN are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017.

The REA has been entrusted with the management of the full project cycle of FET OPEN according to the Annex I of the Delegation Act¹⁴. It manages the actions (except for policy support actions which are not subject to open calls for proposals) based on the Commission's policy guidance stipulated in the work programmes.

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

Relevant general objective: "A New Boost for Jobs, Growth and Investment".			Parent DG: CNECT		
Specific objective: Specific Objective 2.2: Europe's research finds investment opportunities for potential technology breakthroughs and flagships, in particular through the Horizon 2020 programme and using Private Public Partnerships.			Related to spending programme H2020		
Main outputs in 2017:					
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA	Indicative budget 2017 from the H2020 WP 2016-17 (CA, million €)
Management of H2020					
Management of the calls and contracting of the WP 2016-2017 Future and Emerging Technologies (Unit A5)					
FET-Open- Novel ideas for radically new technologies	FETOPEN-2016-2017 (RIA)	17.01.2017 27.09.2017	1	Topic 1 (3 cut-off dates) ¹⁵	110.50
	FETOPEN-2016-2017 (FET Innovation Launchpad)	27.09.2017 ¹⁶		Topic 4 (2 cut-off dates)	1.80
	FETOPEN- 2017 (CSA)	17.01.2017		Topic 3	1.50
Total			1	3	<u>113.80</u>

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

¹⁴ Commission Decision C(2013) 9418 of 20 December 2013.

¹⁵ A single call with several cut-off dates: 2 in 2017 (17.01.2017 and 27.09.2017) as indicated and 1 in 2016 (11.05.2016).

¹⁶ A single call with several cut-off dates: 1 in 2017 (27.09.2017) as indicated and 1 in 2016 (29.06.2016).

Key actions in 2017:		
Description	Estimated number (FP7)	Estimated number (H2020)
Initiatives/events for the promotion of the programme	n/a	5
Calls for proposals	n/a	1
Evaluation sessions	n/a	4
Number of individual proposals evaluated	n/a	2,000
Grant finalisation	n/a	42
Procedures for selection by the Commission (where necessary)	n/a	2
Pre-financing payments	n/a	30
Interim payments / progress reports	n/a	27
Final payments / final reports	n/a	1

In practice, through these actions, the REA will contribute to reach the targets set by DG CNECT as regards the number of publications in peer-reviewed high impact journals per €10 million of EU funding (defined in the H2020 Specific Programme Regulation), the number of patent applications and patents awarded as a result of H2020 grants for Future and Emerging Technologies (FET).

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

The policy objectives and fields of actions of this H2020 pillar (LEIT Space Research actions managed by the REA) are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017. The activities and objectives of the FP7 Space Research actions are set out in the Council Decision on the FP7 Cooperation Specific Programme¹⁷ and in the related annual work programmes for the Space theme of the FP7 Cooperation Specific Programme.

The REA has been entrusted with the management of the full project cycle of the Space actions according to the Annexes I and II of the Delegation Act¹⁸. It manages the actions (except for policy support actions which are not subject to open calls for proposals or selected calls or other actions delegated to other managing bodies) based on the Commission's policy guidance stipulated in the work programmes.

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

Relevant general objective(s): "A New Boost for Jobs, Growth and Investment"					Parent DG: GROW
Specific objective: Specific objective 1.2: To support research and innovation related to enterprises					Related to spending programmes H2020 and FP7
Main outputs in 2017:					
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA	Indicative budget 2017 from the H2020 WP 2016-17 (CA, million €)
Management of H2020					
Management of the calls and contracting procedures of the WP 2016-2017¹⁹ – Industrial Leadership					
Earth Observation	EO-2017	01.03.2017	1	3 (All) topics	22.00
Competitiveness of the European Space Sector: Technology and Science	COMPET-2017	01.03.2017	1	7 (All) topics	43.50
Specific (grant) agreements					
– Space surveillance and tracking (RIA)		Q3/2017	n/a	n/a	1.60
– Improving the Performance of the SST at EU Level (RIA)		Q4/2017			15.00
Total			2	10(All) topics	82.10

¹⁷ Council Decision 2006/973/EC of 19 December 2006 (OJ L54, 22.2.2007, p.91).

¹⁸ Commission Decision C(2013) 9418 of 20 December 2013.

¹⁹ Commission Decision C (2016) 4614 of 25 July 2016.

Management of FP7			
Management of FP7 grant agreements (FP7 Cooperation Programme, Space theme)	All FP7 calls closed	n/a	n/a

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

- For the management of H2020, estimated numbers are provided for all actions, either linked to the calls, grants or projects.
- For the management of the previous framework programme (FP7), all the calls being closed, only actions linked to project management are applicable and for those estimated numbers are provided.

Key actions in 2017:		
Description	Estimated number (FP7)	Estimated number (H2020)
Initiatives/events for the promotion of the programme	n/a	n/a
Calls for proposals	n/a	2 ²⁰
Evaluation sessions	n/a	4
Number of individual proposals evaluated	n/a	230
Grant finalisation	n/a	28
Procedures for selection by the Commission (where necessary)	n/a	2
Pre-financing payments	n/a	25
Interim payments / progress reports	4	26
Final payments / final reports	45	12

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

²⁰ On top of EO and COMPET, there will be 2 ad-hoc calls for specific agreements

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

The policy objectives and fields of actions of this H2020 pillar (Societal Challenge 2 managed by the REA) are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017.

The REA has been entrusted with the management of the full project cycle of these actions according to the Annex I of the Delegation Act²¹. It manages the actions (except for policy support actions which are not subject to open calls for proposals or other actions delegated to other managing bodies) based on the Commission's policy guidance stipulated in the work programmes.

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

<p>Relevant general objectives:</p> <ul style="list-style-type: none"> • DG RTD aims to contribute to the general objective "A New Boost for Jobs, Growth and Investment". • DG AGRI aims to contribute in particular to the following 4 general objectives: <ul style="list-style-type: none"> ○ "A New Boost for Jobs, Growth and Investment" (no.1), ○ "A Connected Digital Single Market" (no.2), ○ "A Resilient Energy Union with a Forward-Looking Climate Change Policy" (no.3), ○ "A Reasonable and Balanced Free Trade Agreement with the U.S" (no.6). <p><u>H2020 Societal Challenge 2</u> contributes to all 3 Common Agricultural Policy (CAP) objectives that all contribute to the general objectives selected by DG AGRI; as well as to H2020 general objective "To build an economy based on knowledge and innovation across the whole Union, while contributing to sustainable development."</p>	<p>Parent DG: RTD</p> <p>Parent DG: AGRI</p>
<p>Specific objectives:</p> <ul style="list-style-type: none"> • Parent DG RTD Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies. • Parent DG AGRI Specific objective: Societal Challenges to secure sufficient supplies of safe and high quality food and other bio-based products, by developing productive and resource-efficient primary production systems, fostering related ecosystem services and the recovery of biological diversity, alongside competitive and low carbon supply, processing and marketing chains. 	<p>Related to spending programme H2020</p>

²¹ Commission Decision C(2013) 9418 of 20 December 2013.

Main outputs in 2017:					
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA	Indicative budget 2017 from the H2020 WP 2016-17 (CA, million €)
Mangement of H2020					
Management of the calls and contracting procedures of the WP 2016-2017²² – Societal Challenge 2					
Sustainable Food Security (Unit B2)	SFS-2017	See below	1	27 (All, except topics 05, 18 and 43)	259.57
	SFS-2017 (RIA)	Stage 1: 14.02.2017 Stage 2: 13.09.2017	Topics 7,8,10,15,16,17,20, 21,27,28,29,30,32, 34,39,40,46,47		168.00
	SFS-2017 (IA)	14.02.2017	Topics 13,22,35 and 48		31.00
	SFS-2017 (CSA)	14.02.2017	Topics 4,49 and 50		5.50
	SFS-2017 (ERA-NET-Cofund)	14.02.2017	Topic 19		10.07
	SFS-2017 (COFUND – EJP)	14.02.2017	Topic 36		45.00
Blue Growth (Unit B2)	BG-2017	14.02.2017	1	5 topics:	30.40
	BG-2017 (IA)	14.02.2017	Topics 4,7,8 and 14		28.40
	BG-2017 (CSA)	14.02.2017	Topic 6		2.00
Rural Renaissance (Unit B2)	RUR-2017	See below	1	9 (All) topics	61.00
	RUR-2017 (RIA)	Stage 1: 14.02.2017 Stage 2: 13.09.2017	Topics 2,3,9,13 and 16		33.00
	RUR-2017 (IA)	14.02.2017	Topic 5		8.00
	RUR-2017 (CSA)	14.02.2017	Topics 10,12 and 15		20.00

²² Commission Decision C(2016) 4614 of 25 July 2016.

European Bioeconomy (Unit B2)	BB-2017	See below	1	5 (AI) topics	26.47
	BB-2017 (RIA)	Stage 1: 14.02.2017 Stage 2: 13.09.2017	Topics 2 and 3		12.00
	BB-2017 (IA)	14.02.2017	Topic 7		9.07
	BB-2017 (CSA)	14.02.2017	Topics 5 and 8		5.40
Total			4	46 topics	<u>377.44</u>

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

Key actions in 2017:		
Description	Estimated number (FP7)	Estimated number (H2020)
Initiatives/events for the promotion of the programme	n/a	2
Calls for proposals	n/a	4
Evaluation sessions	n/a	10
Number of individual proposals evaluated	n/a	750
Grant finalisation	n/a	65
Procedures for selection by the Commission (where necessary)	n/a	12
Pre-financing payments	n/a	65
Interim payments / progress reports	n/a	50
Final payments / final reports	n/a	3

In practice, through these actions, the REA will contribute to reach the targets set by DG RTD and DG AGRI as regards the number of publications in peer-reviewed high impact journals and the number of patent applications and patents awarded in the area of food security, sustainable agriculture and forestry, marine and maritime and inland water research and bioeconomy.

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

The policy objectives and fields of actions of this part of H2020 (Societal Challenge 6 managed by the REA) are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017.

The REA has been entrusted with the management of the full project cycle of the SC-6 actions according to the Annex I of the Delegation Act²³. It manages the actions (except for policy support actions which are not subject to open calls for proposals or other actions delegated to other managing bodies) based on the Commission's policy guidance stipulated in the work programmes.

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

Relevant general objectives: <ul style="list-style-type: none"> DG RTD and DG CNECT both aim to contribute to the general objective "A New Boost for Jobs, Growth and Investment". 		Parent DG: RTD Parent DG: CNECT			
Specific objectives: <ul style="list-style-type: none"> Parent DG RTD : Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies. Parent DG CNECT: Specific Objective 2.2: Europe's research finds investment opportunities for potential technology breakthroughs and flagships, in particular through the Horizon 2020 programme and using Private Public Partnerships. 		Related to spending programme H2020			
Main outputs in 2017:					
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA	Indicative budget 2017 from the H2020 WP 2016-17 (CA, million €)
Management of H2020					
Management of the calls and contracting procedures of the WP 2016-2017²⁴ – Societal Challenge 6					
Co-Creation for Growth and Inclusion (Unit B3)	CO-CREATION-2017	02.02.2017	1	5 topics (IA and RIA)	32.55
	CO-CREATION-2017 (IA)	02.02.2017	Topics 1 and 4		15.00
	CO-CREATION-2017 (RIA)	02.02.2017	Topics 6[A], 7[A] and 8		17.55

²³ Commission Decision C(2013) 9418 of 20 December 2013.

²⁴ Commission Decision C(2016) 4614 of 25 July 2016.

Reversing Inequalities and Promoting Fairness (Unit B3)	REV-INEQUAL-2017 (RIA)	02.02.2017	1	Topic 13	2.50
Engaging Together Globally (Unit B3)	ENG-GLOBALLY-2017 (RIA)	02.02.2017	1	Topics 1,2,3,5,6, 8 and 10	29.50
Promoting the European Public and Cultural Space (Unit B3)	CULT-COOP-2017	See below	1	10 topics (RIA)	43.50
	CULT-COOP-2017 (RIA)	1 st stage: 02.02.2017 2 nd stage: 13.09.2017	Topics 1,2,3,4,5,6[A],7,9 and 12		36.50
	CULT-COOP-2017 (RIA)	02.02.2017 (single stage)	Topic 11		7.00
Total			4	23 topics	<u>108.05</u>

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

Key actions in 2017:		
Description	Estimated number (FP7)	Estimated number (H2020)
Initiatives/events for the promotion of the programme	n/a	n/a
Calls for proposals	n/a	4
Evaluation sessions	n/a	5
Number of individual proposals evaluated	n/a	760
Grant finalisation ²⁵	n/a	41
Procedures for selection by the Commission (where necessary)	n/a	12
Pre-financing payments	n/a	21
Interim payments / progress reports	n/a	42
Final payments / final reports	n/a	1

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

²⁵ In 2016 REA has prepared in collaboration with DG CNECT the implementation of Open Public Review (OPR). This preparation has led to a pilot phase with projects of the 2015 call EURO-6. The pilot will start by end of March 2017. To formalise the participation of 3 projects to the pilot, an amendment to the grant agreement was necessary. REA has to take into consideration the possibility to extent the OPR to other projects and therefore to include a "special condition" in the next generation of grant agreements.

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

The policy objectives and fields of actions of this part of H2020 (Societal Challenge 7 managed by the REA) are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017.

The activities and objectives of the FP7 Security actions are set out in the Council Decision on the FP7 Cooperation Specific Programme²⁶ and in the related annual work programmes for the Security theme of the FP7 Cooperation Specific Programme.

The REA has been entrusted with the management of the full project cycle of these actions according to the Annexes I and II of the Delegation Act²⁷. It manages the actions (except for policy support actions which are not subject to open calls for proposals or other actions delegated to other managing bodies) based on the Commission's policy guidance stipulated in the work programmes.

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

<p>Relevant general objectives:</p> <ul style="list-style-type: none"> • DG HOME aims to contribute to the general objectives "An Area of Justice and Fundamental Rights based on Mutual Trust" and "Towards a New Policy on Migration" • DG CNECT aims to contribute to the general objective "A New Boost for Jobs, Growth and Investment". 	<p>Parent DG: HOME</p> <p>Parent DG: CNECT</p>
<p>Specific objectives:</p> <ul style="list-style-type: none"> • Parent DG HOME : Specific objectives under general objective 7: <ul style="list-style-type: none"> ○ A strong EU response to tackling terrorism and preventing radicalisation; ○ Disrupt serious and organised cross border crime ○ Fighting cybercrime ○ Specific objective under general objective 8: ○ Border management: Save lives and secure EU external border • Parent DG CNECT: Specific Objective 2.2: Europe's research finds investment opportunities for potential technology breakthroughs and flagships, in particular through the Horizon 2020 programme and using Private Public Partnerships. 	<p>Related to spending programmes H2020 and FP7</p>

²⁶ Council Decision 2006/973/EC of 19 December 2006 (OJ L54, 22.2.2007, p.91).

²⁷ Commission Decision C(2013) 9418 of 20 December 2013.

Main outputs in 2017:					
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA	Indicative budget 2017 from the H2020 WP 2016-17 (CA, million €)
Management of H2020					
Management of the calls and contracting procedures of the WP 2016-2017²⁸ – Societal Challenge 7					
Critical Infrastructure Protection (Unit B4)	CIP-2017 (IA)	24.08.2017	1	Topic 1	20.00
Security (Unit B4)	SEC-2017	24.08.2017	1	12 topics:	130.05
	SEC-DRS-2017 (PCP)	24.08.2017	Topic 4		10.00
	SEC-DRS-2017 (RIA)		Topic 5		13.75
	SEC-FCT-2017 (RIA)	24.08.2017	Topics 7,12 and 18		28.00
	SEC-FCT-2017 (PCP)		Topic 9		10.00
	SEC-FCT-2017 (IA)		Topic 10		16.00
	SEC-BES-2017(RIA)	24.08.2017	Topics 16 and 17		18.00
	SEC-BES-2017 (PCP)		Topic 13		10.00
	SEC-BES-2017 (IA)		Topic 15		8.00
	SEC-GM-2017 (CSA)	24.08.2017	Topic 21		16.30
Digital Security Focus Areas (Unit B4)	DS-2017	24.08.2017	1	3 topics:	35.60
	DS-2017 (RIA)	24.08.2017	Topics 7[A]		10.00
	DS-2017 (IA)	24.08.2017	Topics 7 [B] and 8		25.60
			3	16 topics	<u>185.65</u>
Management of FP7					
Management of FP7 grant agreements (Cooperation Programme, Security theme)			All FP7 calls closed	n/a	n/a

²⁸ Commission Decision C(2016) 4614 of 25 July 2016.

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

- For the management of H2020, estimated numbers are provided for all actions, either linked to the calls, grants or projects.
- For the management of the previous framework programme (FP7), all the calls being closed, only actions linked to project management are applicable and for those estimated numbers are provided.

Key actions in 2017:		
Description	Estimated number (FP7)	Estimated number (H2020)
Initiatives/events for the promotion of the programme	n/a	1
Calls for proposals	n/a	3
Evaluation sessions	n/a	3
Number of individual proposals evaluated	n/a	350
Grant finalisation	n/a	19
Procedures for selection by the Commission (where necessary)	n/a	4
Pre-financing payments	n/a	19
Interim payments / progress reports	17	20
Final payments / final reports	39	5

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

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

The policy objectives and fields of actions of this H2020 specific objective (SEWP actions managed by the REA) are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017.

The REA has been entrusted with the management of the full project cycle of the SEWP programme according to the Annex I of the Delegation Act²⁹. It manages the actions (except for policy support actions which are not subject to open calls for proposals) based on the Commission's policy guidance stipulated in the work programmes.

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

Relevant general objective: "A New Boost for Jobs, Growth and Investment".			Parent DG: RTD		
Specific objective: Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies.			Related to spending programme H2020		
Main outputs in 2017:					
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA	Indicative budget 2017 from the H2020 WP 2016-17 (CA, million €)
Management of H2020					
Management of the calls and contracting procedures of the WP 2016-2017³⁰ – Spreading Excellence and Widening Participation (SEWP)					
WIDESPREAD-01-2016 Teaming Phase 2- Implementation (Unit B5)	WIDESPREAD-01-2016-2017 (SGA-CSA)	23.06.2016	1	n/a	45.47³¹
WIDESPREAD-03-2017 ERA chairs (Unit B5)	WIDESPREAD-03-2017 (CSA)	05/10/2017	1	n/a	33.91
WIDESPREAD-04-2017 Teaming Phase 1 – Business plan (Unit B5)	WIDESPREAD-04-2017 (CSA)	15.11.2016	1	n/a	12.00

²⁹ Commission Decision C(2013) 9418 of 20 December 2013.

³⁰ Commission Decision C(2016) 4614 of 25 July 2016.

³¹ Top-up funding for the call of 2016; additional to the €89.53 million allocated from the 2016 budget.

WIDESPREAD-05-2017 Twinning (Unit B5)	WIDESPREAD-05-2017 (CSA)	15.11.2017	1	n/a	20.00
Total			4	n/a	<u>111.38</u>

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

Key actions in 2017:		
Description	Estimated number (FP7)	Estimated number (H2020)
Initiatives/events for the promotion of the programme	n/a	2
Calls for proposals	n/a	3
Evaluation sessions	n/a	3
Number of individual proposals evaluated	n/a	850
Grant finalisation	n/a	40
Procedures for selection by the Commission (where necessary)	n/a	10
Pre-financing payments	n/a	40
Interim payments / progress reports	n/a	80
Final payments / final reports	n/a	0

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

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

The policy objectives and fields of actions of this H2020 specific objective (SwafS actions managed by the REA) are stipulated in the H2020 Specific Programme and in the Work Programme 2016-2017.

The REA has been entrusted with the management of the full project cycle of the SwafS actions according to the Annex I of the Delegation Act³². It manages the actions (except for policy support actions which are not subject to open calls for proposals) based on the Commission's policy guidance stipulated in the work programmes.

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

Relevant general objective: "A New Boost for Jobs, Growth and Investment".			Parent DG: RTD		
Specific objective: Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies.			Related to spending programme H2020		
Main outputs in 2017:					
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA	Indicative budget 2017 from the H2020 WP 2016-17 (CA, million €)
Management of H2020					
Management of the calls and contracting procedures of the WP 2016-2017³³ – Science with and for Society (SwafS) (Unit B5)		30.08.2017			
1. Institutional Change to Support Responsible Research and Innovation in Research Performing and Funding Organisations					23.30
	SwafS-2017 (CSA)	30.08.2017	Topics 3, 5 and 6		20.30
	SwafS-2017 (RIA)		Topic 8		3.00
2. Embedding Responsible Research and Innovation in Horizon 2020 Research & Innovation					3.00
	SwafS-2017 (RIA)	30.08.2017	Topic 10		3.00
3. Strengthening the Science with and for Society Knowledge-Base					13.00
	SwafS-2017 (RIA)	30.08.2017	Topics 11,12,13 and 14		13.00
4. Developing Inclusive, Anticipatory Governance for Research &					15.75

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

³³ Commission Decision C(2016) 4614 of 25 July 2016.

Innovation					
	SwafS-2017 (CSA)	30.08.2017	Topics 21,22,23,24,26 and 27		15.75
Total			1	15 topics	<u>55.05</u>

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

Key actions in 2017:		
Description	Estimated number (FP7)	Estimated number (H2020)
Initiatives/events for the promotion of the programme	n/a	n/a
Calls for proposals	n/a	1
Evaluation sessions	n/a	1
Number of individual proposals evaluated	n/a	250
Grant finalisation	n/a	24
Procedures for selection by the Commission (where necessary)	n/a	13
Pre-financing payments	n/a	21
Interim payments / progress reports	n/a	29
Final payments / final reports	n/a	0

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

3.9. Management of FP 7 Legacy – SME actions

The activities and objectives of the FP7 Research for the benefit of SME actions are set out in the Council Decision on the Capacities Specific Programme³⁴ and in the related annual work programmes.

The REA has been entrusted with the management of the legacy of the FP7 Research for the benefit of SME actions according to the Annex II of the Delegation Act³⁵. Since this action has no direct successor managed by the REA, the management of the legacy has been split over the Units A5, B2 and B3, dealing respectively with FET Open, Societal Challenge 2 and Societal Challenge 6.

Relevant general objective:			Parent DG: RTD	
<ul style="list-style-type: none"> DG RTD aims to contribute to the general objective "A New Boost for Jobs, Growth and Investment". 				
Specific objective:			Related to	
Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies.			spending programme FP7	
Main outputs in 2017:				
Management of FP7				
	Call ID	Call deadline	Nb. of outputs (calls)	Topics delegated to REA
Management of FP7 grant agreements (FP7 research for the benefit of SMEs Actions) (Units B3, B2, A5)			All FP7 calls closed	n/a

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

Key actions in 2017:	
Description	Estimated number (FP7)
Interim payments / progress reports	10
Final payments / final reports	100

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

³⁴ Council Decision 2006/973/EC of 19 December 2006 (OJ L54, 22.2.2007, p.101).

³⁵ Commission Decision C(2013) 9418 of 20 December 2013.

3.10. Administrative and logistical support services

The policy objectives of this activity are stipulated in the H2020 Specific Programme.

The REA has been entrusted with the provision of administrative and logistical support services according to the Annex III of the Delegation Act³⁶ and under the provisions of the Rules for Administrative and Logistical Support Services, which were approved by the REA Steering Committee in June 2014. The Rules are being revised and updated, taking into account the experience of the last three years as well as IT developments which have taken place since 2014, for an adoption at the beginning of 2017.

Expert management

In the area of expert management, the REA is in charge of **contracting** (including the verification and validation of experts' legal entities and bank accounts) and **paying the expert evaluators** for H2020 (except for European Research Council experts) as well as **expert monitors** ('reviewers') for FP7 and H2020 actions delegated to the REA. The Agency is also responsible for checking the expert monitors' Legal Entity and Bank Accounts Files for H2020 actions which have not been delegated to the REA.

In addition, the REA provides **support to experts** during the evaluations and throughout the contracting and payment workflow. This includes the management of expert queries, face-to-face customer service and follow-up. The on-site Reimbursement Helpdesk facilitates the exchange with experts who come to Brussels for evaluations and allows the REA to respond to developments on the ground (early end to evaluations, transport strikes and other eventualities).

In 2017, the support services will face the following challenges:

- The entry into force of the **revised Model Contract for H2020 experts** in April 2017, and linked to this, the implementation of the Catalogue of proposals for the purposes of calculating how to pay for remote work represents a challenge that will require a strengthened collaboration with the Common Support Centre in DG RTD;
- The roll-out of the **COMPASS workflow for the payment of experts** should pave the way for further efficiency gains at the Initiator and Verifier level by the middle of 2017, especially as regards the document management elements;
- The provision of high quality **support services to experts** through different communication channels³⁷;
- The possible extension of the provision of REA services for contracting and paying experts to other Joint Undertakings, in addition to the Bio-Based Industries (BBI) Joint Undertaking, for the H2020 evaluations falling under their remit.

Participant validation and support

The REA is responsible for the **validation** of the legal information related to the participants to the current Research and innovation framework programme, Horizon 2020 and the legacy FP7 projects, and beyond³⁸.

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

³⁷ Channels such as the REA Evaluation functional mailbox, the Reimbursement Helpdesk, provision of briefings, and the chat in COMPASS.

³⁸ In addition to the Horizon 2020 participants, the Validation services perform the validation of legal entities for programmes including: Erasmus+, Creative Europe, Europe for Citizens, EU Aid Volunteers, COSME, Health Programme, Consumer Programme, Research Fund for Coal and Steel, actions funded by the Internal Security Fund (ISF), and the Asylum, Migration and Integration Fund (AMIF), Justice Programme, Fundamental right and citizenship, and Agricultural Promotion programmes.

A timely processing of the **validation for new participants**³⁹ remains a challenge in 2017, not only for H2020 with regard to the eight-month Time-To-Grant schedule but also for certain clients⁴⁰ which request the validation of the entities to be performed under more restrictive deadlines.

As to the **validation of SMEs**, under the H2020 provisions, SME status is attributed on the basis of self-declaration. An ex-post exercise has been carried out by the REA to assess the impact of replacing the SME validation performed using supporting documents (under FP7) with the web-based SME self-assessment tool (under H2020). Based on the results, a common action plan for 2017 will be defined.

The REA also analyses the financial data submitted by the entities according to the **financial viability check (FVC)** methodology. The Validation service receives financial data from coordinators and selected beneficiaries, verifies the financial information against supporting documents, and performs the financial viability check. Representatives of REA are involved in the FVC working group, aiming at harmonising the ratios and scoring methodology used for FVC checks across the research services of the European Commission and finding a common methodology for the FVC that may be used for all direct programming grants.

During the year REA will contribute to the **development of SEDIA** (Single Electronic Data Interchange Area) **project** aimed to ensure a single entry point for third parties willing to obtain EU funding whether through grants or procurement. The SEDIA project represents a major gain of efficiency and will avoid third parties, which often participate in different procurement and grant procedures, to submit the same information repeatedly ('Once only' principle). It will also be a major development for the REA, as the Agency will be in charge of all the validations and financial viability checks for the entire Commission. On the basis of the Cost Benefits Analysis to be finalised beginning 2017, preparatory actions are undertaken by the REA in support of the new Business Owner (DG RTD) in order to be ready when SEDIA starts on 1 January 2018. In this context, REA performed an analysis of the current procedure for the H2020 LEAR Extended Mandate validation and is working on a more efficient business process for this process⁴¹. The **simplification of the LEAR appointment procedure** with the removal of the 'blue ink' signature will be part of the second wave of H2020 simplifications.

Besides this important SEDIA project, DG EAC asked for **further development of the PDM tool to national agencies** to manage decentralised actions, which would be a significant extension of the use of the PDM tool. Such possibility is under analysis and a decision should be taken at the beginning of 2017 on the basis of the analysis conducted by DG EAC, DIGIT, DG RTD and REA.

Regarding **evaluation support**, the REA manages the evaluation building, offering reception and support service to the experts during the evaluation sessions hosted at Covent Garden. REA also manages the **call publication process** for H2020. Moreover, the Agency operates the **Research Enquiry Service** addressing questions raised by the public on European research (including those enquiries specifically related to the EU research framework programmes) and feeding the Frequently Asked Questions (FAQ) database. With regards to the tasks entrusted to the REA, the main actions of the support services are listed in the table hereafter with the estimated workload for 2017.

³⁹ REA is also responsible for the requests for changing data of already validated Entities, the validation of the Universal Transfers of Rights (UTRO) and of processing the ICM/Ex-post modifications of organizations that have previously been validated.

⁴⁰ Like EACEA, EASME for the SME instrument, DG HOME and JUST.

⁴¹ See section 4.1.5.

Relevant general objective:		Parent DG: RTD
<ul style="list-style-type: none"> DG RTD aims to contribute to the general objective "A New Boost for Jobs, Growth and Investment". 		
Specific objective:		Related to spending programme FP7
<ul style="list-style-type: none"> Specific objective 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies. 		
Main outputs in 2017:		
Description	Estimated Number	Estimated budget
Provision of administrative and logistical support services (Units C3 and C4)		
Tasks related to contracting and payment of experts⁴²		
Number of expert contracts signed – expert evaluators	16,000	60.23 (single budget line - expert evaluators) + 3.61 (expert monitors) = 63.84 (total experts)
Number of expert contracts signed – expert monitors (only for actions managed by the REA) ⁴³	2,500	
Number of payments	21,000	
Number of LE/BA validations for experts	13,500	
Number of Pool approvals	250	
Tasks related to support of call publication		
Number of calls set up (bulk publication for H2020 2018-2019 & 2020 calls in October/November 2017)	200	n/a
Tasks related to the evaluation support		
Number of evaluation sessions set-up (on-site)	170	n/a
Number of expected proposals evaluated	48,900	n/a
Number of expected experts supported (remote)	112,000	n/a
Number of expected experts supported (on-site)	10,300	n/a
Tasks related to the Research Enquiry Service back-office		
Number of answers given directly by the service provider (EDCC)	8,000	n/a
Frequently Asked Questions		
Number of questions approved and published	600	n/a

⁴² There is one single budget line for expert evaluator payments, whereas expert monitors are included in the individual budget lines for each activity.

⁴³ Expert monitors are included in the budget line for each activity.

Description	Estimated Number	Estimated budget
Tasks related to participant validation – legal validation		
Number of participants validated (for H2020 and other programmes)	8,000	n/a
Number of LEAR Extended Mandates validated (only for H2020)	8,000	n/a
Number of UTRO validations and ICM/Ex-post modifications	800	n/a
Number LEAR changes requests of additional corrections	8,000	n/a
Tasks related to participant validation – SME validation		
Number of SMEs validations performed	250	n/a
Tasks related to participant validation – financial viability		
Number of financial viability checks performed	2,000	n/a

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

indicator	Target	Baseline
Time-to-contract for experts	100% of experts' Legal Entity Files validated within 25 working days (after approval of the pool of experts by the evaluating service)	96% (31 December 2016)

PART 4. Organisational management

4.1 Relevant objectives and indicators

4.1.1. Human Resource Management

The overall objective of the human resource management in the REA is to recruit, train, assess, motivate and retain highly qualified staff with a view to ensure an effective and efficient operation of the REA as well as the promotion of equal opportunities within the Agency.

In support of these objectives, the REA will undertake the following priority actions in 2017:

- coordinate and consolidate the recruitment process to fill vacant posts (including the launch of a selection of temporary staff with Research Programme Officer profile) and decrease the vacancy rate;
- manage the staff appraisals for the REA staff, including objectives setting for 2017;
- continue to adapt the REA Implementing Provisions in line with the Commission’s IP, as well as the IP specific to the agencies such as the IP on the engagement of Contract Staff, in order to facilitate inter-agency mobility between the executive agencies;
- further implement the inter-agency mobility for Temporary Staff 2f in co-ordination with the other executive agencies;
- support the activities of the REA Staff Committee and moderate the social dialogue between the Committee and REA management;
- continue the process of defining the Competency framework, fine-tuning Competency Reference Maps per job profile, creating instruments for recruitment and development purposes;
- review and implement the Agency's Learning and Development Framework for 2017 taking into account, in particular, the training needs arising from the actions delegated to the REA, the H2020 rules and business processes, the corporate IT tools (in cooperation with the H2020 Common Support Centre) and the specific action plan resulting from the analysis of the EU staff satisfaction survey and from the Internal Control Assessment (ICAT) exercise;
- work on the results of the 2016 staff satisfaction survey organised by the Commission, and further implement the action plan for the REA resulting from the 2014 staff survey.

The table below presents the indicators that will help monitor the REA's progress regarding HR matters:

Objective The EA 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 female representation in middle management	
Source of data: Staff in place at 31/12/2016	
Baseline 2016: 29.41%	Target 2019: 40% female representation in middle management (average target at European Commission level) ⁴⁴

⁴⁴ The achievement of the target is not fully under the control of REA as the selection process of middle managers seconded to the agency is performed by the Parent DGs.

Indicator 2: Percentage of staff who feel that the REA cares about their well-being⁴⁵	
Source of data: Commission staff survey 2016 (data provided by DG HR)	
Baseline 2016: 49%	Target 2020: above 50% In 2014 the indicator was at 41%. The target set for 2016 was 45%. It has been exceeded. The goal is to keep this upwards trend.
Indicator 3: Staff engagement index	
Source of data: Commission staff survey 2016 (data provided by DG HR)	
Baseline 2016: 67%	Target 2018: 70% The index was at 64% in 2014. Within the last two years it has increased by almost 3%. The goal is to keep this upwards trend.
Indicator 4: Time to fill vacant posts (new posts allocated for the year – from the decision on their allocation/posts falling vacant in the year – from their vacancy)	
Source of data: REA HR	
Baseline 2016: 4 months	Target 2017: within 4 months

Main outputs in 2017:		
Output	Indicator	Target
<i>Output at Research family level/ Output coordinated with parent DGs</i>		
Parent DGs will launch talent development programmes targeted at talented colleagues and specifically encouraging talented female colleagues to apply for management posts.	Organisation of seminars and training session in the parent DGs.	Share of female representation in middle management: 40% by 2019.
<i>Output at REA level</i>		
The REA will perform its yearly workload assessment exercise.	The Staff allocated to the REA for 2018 must be split between the different units in function of an assessment of the workload of the different units. The workload analysis is based on the budget delegated to the REA.	The workload assessment needs to be completed by November 2017 in order to feed into the Annual Work Programme 2018.
The REA will harmonise the jobs descriptions in force in the Agency.	All job descriptions of the REA should be revised in 2017.	Reduce the number of standard job descriptions significantly.
The REA will organise a vitality week and 2 trainings on stress management in 2017.	Percentage of staff who feel that the Commission cares about their well-being and health. Enhance staff physical and mental well-being at work.	Progress in order to achieve 50% by end 2018.

⁴⁵ This indicator may be replaced by a fit@work index on which DG HR is currently working.

Main outputs in 2017:		
Output	Indicator	Target
Establish a working group to address the main issues coming out of the Commission Staff Survey 2016.	Staff engagement	Action plan to be issued in 2017.

REA will focus on recruitment, particularly the coordination and consolidation of the recruitment process to fill vacant posts. The selection of Temporary staff will be launched in 2017 and it is planned to have a reserve list available at year-end.

Gender equality is of great importance to the Agency, which closely follows the evolution of the female representation in middle management. To this end, an indicator on the gender balance in middle management positions is included in the standard reporting of the REA to the parent DGs.

The REA seeks to enhance staff engagement. To this end, the Agency will carry on focussing, among other things, on the Career Framework, on the Learning and Development Framework and on internal mobility to better match the competencies to the positions available.

The REA seeks to promote staff well-being through a better work/life balance and the promotion of a healthy work environment in line with the Commission's fit@work cross-cutting, multi-annual health and well-being programme for the period 2015-2019.

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.

In 2017, as in previous years, the Agency will manage the inherent risks of the programmes delegated, for which the Agency is in charge of the entire process including call management, evaluation and selection of proposals, grant agreement signature and management.

In the third quarter of 2016, the number of H2020 running grants exceeded the number of FP7 running grants. The tendency will reinforce in 2017 and it is expected that the activities related to H2020, which were, until now, mainly related to the evaluation of proposals until grant agreement signature and payment of the pre-financing, and the controls mainly focusing on the selection of the best proposals, will also develop to grant management. REA will implement the H2020 ex-ante control strategy for interim and final payments adopted end 2016 for the whole Research family.

With regards to ex-post controls, the implementation of the H2020 ex-post audit strategy is in the remit of the Common Audit Service (CAS). At the level of the Research family, the participations that will be part of the first batch of the Common Representative Audit Sample (CRaS) audits have been selected and will be already audited in 2017. 37 participations in REA projects will be audited and the results are expected in 2017, which should be reported in the Annual Activity Report (AAR 2017). In addition to these controls, at the level of the REA, and in particular for the Marie Skłodowska-Curie Actions

whose risk profile is very specific, a second layer of assurance ('layer 2'), can be provided by making additional samples to reach the REA's annual audit targets. The first sample of MSCA-specific audits will be selected in 2017, however results of the audits are not expected before 2018 as most of the payments of the projects selected in the sample will not be made before the end of the first semester 2017. Therefore, in 2017, the Agency will have to extrapolate the error rate of the FP7-MCA to the H2020 MSCA ones.

For FP7 activities, the REA implements the common ex-post audit strategy of the Research family. According to the FP7 strategy, auditors assess the legality and regularity of financial transactions and provide the basis for corrective and recovery mechanisms, thereby feeding into the Annual Declaration of Assurance of the REA's Director. In accordance with the common strategy, the REA will further implement the REA's Ex-post Audit Approach and the Annual Audit Plan for FP7 activities. These documents provide additional guidance and include a detailed planning of the ex-post activity of the REA, focusing on audits in the identified areas of risk, and complement the audits selected by the Common Audit Service in the context of the third CRaS launched in 2016.

For the FP7 collaborative research actions (Space and Security), the REA uses the error rate based on the CRaS while for the MCA and SME actions, the REA calculates its own detected error rates.

Besides a strong ex-post audit strategy, it is also important to have a comprehensive ex-ante control strategy. This is the reason why the REA will put emphasis on the necessity for staff to follow the trainings available. This will be included in the Learning and Development Framework and such training will be compulsory for each REA staff involved in operational activities.

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

Indicator 1 (mandatory): Estimated residual error rate⁴⁶

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

Source of data: AAR

Baseline AAR 2016	Target
H2020: n/a	H2020: Overall target : as close as possible to 2% (within the range of 2-5%). Second layer of assurance for the MSCA: specific target for the MSCA subset: below 2%
FP7: <u>Representative error rate / Common Representative Audit Sample (CRAS):</u> - Space and Security: 5.03%	FP7: less than 2% of total budget (materiality threshold)
<u>Detected error rates:</u> - SMEs: 6.28% - People: 1.72%	

⁴⁶ For the definition, see the first annex to the AAR instructions 2014 "Key definitions for determining amounts at risk" at <https://myintracomm.ec.europa.eu/budgweb/EN/rep/aar/Documents/aar-standing-instructions.pdf>.

<u>Residual error rates:</u>	
<ul style="list-style-type: none"> - CRAS - Space: 3.18% - CRAS - Security: 3.55% - SMEs: 5.99% - People: 1.55% 	
Indicator 2: Estimated overall amount at risk for the year for the entire budget under the EAs responsibility.	
Source of data: AAR 2016	
Baseline 2016	Target
With an average weighted error rate of 2.8% the amount at risk has been estimated at about €23.77 million at the end of 2016.	It is expected that the average weighted error rate will remain at a similar level. The amount at risk should also remain stable.
Indicator 3: Estimated future corrections	
Source of data: AAR 2016	
Baseline 2016	Target (<i>none</i>)
The corrective capacity was estimated in 2016 at about 1.2% of the payments made for the 2016 operational budget.	No changes are expected with regard to the corrective capacity, which is expected to remain in the range of 1%.

Main outputs in 2017:		
Output	Indicator	Target
Outputs in the remit of the Research family		
H2020 ex-post audits to be launched in 2017	Number of H2020 ex-post audits launched	CRaS: to be defined by the CSC. RISK at the REA level: - 37 participations in REA projects will be audited for 25 different beneficiaries, - out of which 5 participations in MSCA projects for 3 different beneficiaries
Output at REA level		
FP7 ex-post audits launched in 2017	Number of FP7 ex-post audits launched	40 audits to be launched in 2017 (RISK only, no more MUS and no SME desk audit ⁴⁷)
FP7 ex-post audits closed in 2017	Number of FP7 ex-post audits closed	95 audits to be closed in 2017
Implementation of FP7 audit findings	Cumulative implementation rate of FP7 audit results	80% by 31/12/2017
Implementation of FP7 extension of audits findings	Cumulative implementation rate of FP7 extrapolation	80% by 31/12/2017

⁴⁷ According to the FP7 Ex-post audit strategy and the REA Ex-post audit approach and plan for 2016.

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

Agencies are requested to reach a conclusion on cost effectiveness of controls. **The indicator n°1 below is a mandatory indicator, which needs to be supported by additional reliable indicators.** Agencies have the choice between either **a) comparing costs and benefits or b) calculating the cost of controls over expenditure that could be compared with a reference, (overall cost of control per distinct control system)**. One of the two methods can be followed.

Indicator 1: Conclusion reached on cost effectiveness of controls

Source of data: AAR 2016

Baseline 2016	Target
Yes	Yes

Indicator 2: Cost of the evaluation and selection procedure (costs of evaluating and selecting the best proposals /amount committed)

Source of data: AAR 2016

Baseline 2016	Target
Below 2%	Stay in the same range

Indicator 3: Cost of monitoring the execution of the grant agreements and of the ex-post controls / amount paid

Source of data: AAR 2016

Baseline 2016	Target
+/- 2%	Stay in the same range

Main outputs in 2017:

Output	Indicator	Target
Output in the remit of the Research family		
Training on H2020 IT tools (organised by the CSC)	Number of sessions	TBC
Training on H2020 ex-ante controls (organised by the CSC)	Number of sessions	TBC
Output at REA level		
Information session to REA newcomers for the positions of financial officers and project officers. Presentation of the basics of ex-ante controls	Number of information sessions organised by the REA.	In function of the recruitment of new staff.
Training on H2020 IT tools (organised by the CSC)	Compulsory training for REA staff occupying the function of project Officer, Financial Officer, Project Assistant or Financial Assistant	100% of the project officers, financial officers (FOs), project assistants, financial assistants must have followed the training in the 3 years following their start date in the function.

Training on H2020 ex-ante controls (organised by the CSC)	Compulsory training for REA staff occupying the function of project Officer, Financial Officer, Project Assistant or Financial Assistant.	100% of the project officers, financial officers, project assistants, financial assistants must have followed the training in the 3 years following their start date in the function.
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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 1 (information available in the EA's AFS): Updated anti-fraud strategy of REA, elaborated on the basis of the methodology provided by OLAF⁴⁸

Source of data: REA Anti-Fraud Approach

Baseline	Interim Milestone	Target
2016: REA Anti-Fraud Approach for FP7 (revised in April 2016)	2017: Assessment of the need to perform an update of the REA Anti-Fraud Approach for FP7	Update whenever the REA identifies gaps in its control system and possible new mitigation measures.

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

Source of data: REA Anti-Fraud Approach

Baseline 2016	Interim Milestone	Target
48% of REA staff followed an anti-fraud training.	The REA anti-fraud training has been made compulsory in 2016 for all REA staff of operational units and highly recommended for other staff.	Update every year (reach 100% of staff employed in operational units by 2020).

Main outputs in 2017:

Output	Indicator	Target 2017
Output at REA level		
Assessment of the need to perform an update of the REA Anti-Fraud Approach for FP7 (revised in April 2016)	Update of the REA FP7 anti-fraud approach	Assessment to be performed by 31/03/2017.
Percentage of total staff having followed the anti-fraud training	Increased fraud awareness of REA staff	60% target population reached
REA Quarterly Reports "State of play of cases under OLAF investigation for serious irregularities"	Regular monitoring and reporting on fraudulent cases to management	Number of reports per year: 4

⁴⁸ The methodology can be found on the FPDNet website: <https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/ToolBox/Documents/Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies.pdf>. In particular paragraph 3 of the methodology is relevant.

In 2017, fighting fraud will remain high on the REA's agenda. With its anti-fraud team and the anti-fraud correspondents in every operational unit, the REA is prepared to limit as much as possible its exposure to fraud and to entities signalled to OLAF for suspicions or evidence of serious irregularities. While capitalising on this structure the REA will keep on investing in the anti-fraud awareness of its staff. The anti-fraud training is compulsory for each staff member of an operational unit.

In implementing the anti-fraud strategy, the REA is careful in ensuring, to the greatest possible extent, consistency with the positions adopted by its parent DGs and other Commission services and Executive agencies. This coordination is facilitated by the use of the Early Detection System (EDES), the REA's active participation in the network of OLAF correspondents of the Research family (FAIR) and the Fraud Prevention and Detection Network (FPDNet) and close cooperation with the CSC.

The REA will update its FP7 anti-fraud strategy when needed. As started under FP7, for H2020, the anti-fraud strategy is coordinated at the level of the Research family. In addition to the common anti-fraud strategy, "Complementary actions of the REA to the Common Anti-Fraud Strategy in the Research family" were issued in view of the activities delegated to the REA.

In 2017 the REA will develop specific guidelines if any specific guidance is needed for the actions managed by the REA and will escalate any issue of common interest to the Research family and to the Fraud and Irregularity Committee for Research.

4.1.3. Information management

A new 'Data, Information and Knowledge Management Strategy has been adopted by the College on 18 October 2016. It recognises that data, information and knowledge are strategic assets for the Commission and should be developed and managed accordingly. It seeks to help break the silos between DGs and services by promoting collaborative working and the sharing of data, information and knowledge as widely as possible within the Commission. In line with these objectives, REA is in the process of constituting a taskforce which will coordinate and monitor the implementation of recommendations in Agency.

As regards the sharing and reuse of information and knowlege, REA shares the Commission ambition to register, file and retrieve all important documents. However it must also take into account the specific task of validation of participants and the high number of personal data in the definition of the targets.

Contrary to previous years, the percentage of registered documents is calculated on the basis of the totality of the REA files, including a high number of documents related to the validation of participants that have their visibility limlited to other units in the Agency or to other DGs for personal data protection reasons. For 2017, REA has adjusted the targets set for these indicators accordingly.

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

Indicator 1 (data provided by DG DIGIT): Percentage of registered documents that are not filed⁴⁹ (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)⁵⁰ statistics*

⁴⁹ 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.

Baseline	Target
2016: 0.03%	0%
Indicator 2 (data provided by DG DIGIT): Percentage of HAN files readable/accessible by all units in the EA	
Source of data: <i>HAN statistics</i>	
Baseline	Target
2016: 7.41%	8% accessible by all units and 5% of the files with restricted access (personnel files, audit cases, OLAF files, etc.)
Indicator 3 (data provided by DG DIGIT): Percentage of HAN files shared with other Commission services	
Source of data: <i>HAN statistics</i>	
Baseline	Target
2016: 2.67%	3%

Main outputs in 2017:		
Output	Indicator	Target
Output at REA level		
Gain better insights into evaluation of FPs' results and subsequently improve policy making.	Index the textual content of research project documents via HORUS-IRIS application and structure data reports for policy-making purposes. REA DMO team will grant access (in read mode only) to DG RTD. CSC - Unit J5. Results exploitation team (via the "HORUS-IRIS job user") to the FP7 and H2020 HERMES grant files for which the REA is lead department.	Q4/2017
Make information more easily accessible in ARES.	REA DMO Team will assess the REA filing plan in order to identify files that could be made more widely accessible.	Q2/2017

4.1.4. External Communication

The REA contributes to the achievement of the first political priority of the Juncker Commission through its parent DGs, namely 'A New Boost for Jobs, Growth and Investment'. Moreover, it supports other objectives, mainly 'A Connected Digital Single Market' (Priority 2), 'A Resilient Energy Union with a forward-looking Climate Change Policy' (Priority 3) and EU in a global world (Priorities 6, 7 and 8)⁵¹.

DGs and Executive Agencies share the goal of good and efficient communication on Horizon 2020 and work together to fully exploit the communication potential while keeping in mind their different roles.

⁵⁰ Suite of tools designed to implement the [e-Domec policy rules](#).

⁵¹ 'A Reasonable and Balanced Free Trade Agreement with the U.S.' (Priority 6), 'An Area of Justice and Fundamental Rights based on Mutual Trust' (Priority 7) and 'Towards a New Policy on Migration' (Priority 8).

The Research and Innovation DGs, coordinated by the Communication Unit of DG RTD, are jointly responsible for Horizon 2020 policy communication to press and to general public, based on the Common Communication Strategy for Horizon 2020.

The Agency's communication activities focus on:

- Communication to applicants and beneficiaries (incl. promotion of the calls and information days/coordinators' days);
- Support to the parent DGs with regards to the communication on project results and impacts, e.g. through success stories or the organisation of events;
- Communication to participants (regarding legal and financial validation) and experts, in coordination with the Common Support Centre when needed.

One of the objectives of the REA's external communication is to boost awareness on new funding opportunities and broadening the participants group, reaching and informing a larger pool of potential beneficiaries in relevant areas. Promotion of Horizon 2020 funding opportunities at REA is done via the following means:

- Via e-mail: Newsletter to REA stakeholders in collaboration with of the operational units;
- Via the REA website on Europa: Project funding opportunities hosted under 'Programmes' (link to Participant Portal);
- Via the Research Enquiry Service (RES), in response to pertinent enquiries;
- During missions: Project Officers promote calls whenever relevant;
- During Info Days: in collaboration with the pertinent Parent DG.

Besides, the REA communicates extensively with the scientific community via the REA website where the info days and other major events are announced. In addition, 'news alerts' are sent to around 3,000 stakeholders interested in the REA's activities.

In 2017, the REA will continue to support the parent DGs' communication activities, mainly by the communication with the stakeholders (applicants, beneficiaries, participants) and experts. The information about the programmes provided to the stakeholders is coordinated and agreed with the parent DGs and the CSC where it applies. The REA supports the DGs' communication in providing examples of successful projects and their impact (i.e. success stories, organisation of events). The input provided by REA is used to back-up parent DGs' communication activities, such as in 2016 the '#InvestEU' campaign led by Vice-President Katainen or a new Space Strategy for Europe.

Successful identification of such projects is conditioned upon an appropriate guidance and training. To ensure that, REA and the CSC organise regular training sessions for Project Officers on Communication, Dissemination and Exploitation aspects under Horizon 2020. Guidance on the above-mentioned aspects is also provided to Horizon 2020 coordinators (as part of Info-, Coordinators-Days) in order to help them linking their projects with the Juncker Priorities and appropriately designing communication activities. Similar guidance is given to the NCPs.

In 2017, REA will organise over 15 events for Horizon 2020 Stakeholders to inform about the research EU-funding opportunities and rules of the Horizon 2020 programme, and will represent the MSCA Programme at the MIT (Massachusetts Institute of Technology) Career Fair to raise awareness of the opportunities Europe offers to researchers from all over the world. The Agency will also contribute to the organisation of a public event: Open Doors of European Institutions (May 2017).

The communication input that REA provides is in compliance with the guidelines from the Research family DGs.

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

Indicator 1 (provided in a ready-to-use form by DG COMM): Percentage of EU citizens having a positive image of the EU

Every DG should aim to contribute to it and, considering its area of work, explain how it aims at enhancing the positive image of the EU.

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

Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM [here](#)*].

Baseline: November 2014	Interim milestone: November 2016	Target: 2020
Total "Positive": 39% Neutral: 37% Total "Negative": 22%	Total "Positive": 35% Neutral: 38% Total "Negative": 25%	Positive image of the EU ≥ 50%

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

Source of data: REA Communication unit

Baseline:	Target:
2015: 60 2016: 115	2020: 100

Main outputs in 2017:

Output	Indicator	Target 2017
Output at REA level		
Success stories communicated to the parent DGs	Number of success stories communicated to the parent DGs	90
Events organised	Number of events organised by the REA in order to improve communication to participants	15 (mainly coordinators days and info days organised by the REA)
Public events to which the REA participates	Support to communication of the parent DGs and participation to events organised by the parent DG's, National Contact Points or Member States	34 (including the participation to the Open door of EU institutions (May 2017))
International events to which REA participates	Support to communication of the parent DGs	MIT European Career Fair 2017

Annual communication spending:	
Baseline (2016)	Estimated commitments (2017)
EUR 116.337	EUR 220,000 ⁵²

4.1.5. Examples of specific efforts to improve economy and efficiency of financial and non-financial activities

According to the Financial Regulation (Article 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 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 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) and according to the principle of economy. The REA is continuously fine-tuning its internal arrangements in order to improve the efficiency and economy of its operations.

In 2017, the REA will develop new actions to simplify the validation procedures and to boost the quality and efficiency of the evaluations, in particular with respect to the detection of potential conflict of interests for experts involved in the evaluation of proposals. The main actions planned and their major advantages are introduced below.

- **With regards to the simplification of the validation procedure, an example of effort to improve economy and efficiency is the simplification of the LEAR appointment procedure with the removal of the 'blue ink' signature.**

In the context of the preparation of the SEDIA project⁵³ and in light of the assessment of its impact on the REA workload or activities, the Agency performed an analysis of the current procedure for the H2020 LEAR Extended Mandate.

Given the central role of the LEAR, it is important to ensure their secure nomination. When the Commission and the executive agencies engaged in the preparation of the fully electronic management system of grants at the beginning of H2020, the procedure was designed and implemented in a way to maximise legal certainty as to the appointment, mandate and identity of the LEAR. In practice, documents are signed in 'blue ink' signature and sent in original to the REA. On reception, the validation services verify the documents and, when appropriate, proceed to the encoding and validation of the LEAR related information in the Beneficiary Register (flag "H2020 mandate").

However, on the basis of the experience gained over the years, it appears that the 'blue ink' procedure is heavy and that there is room for simplification. Further to the agreement of the Commission that LEAR documents are no longer required in original and with 'blue-ink' signature, and that scanned copies can be uploaded in the Beneficiary Register by participants, the REA will simplify, in coordination with the CSC and the Legal Service, the LEAR nomination process accordingly in 2017. This simplification will apply not only for the LEAR supporting documents (related to the mandate, declaration of consent or ID documents) but also to the legal validation process.

⁵² In comparison with last year, the REA will increase its budget for communication, in particular for promotional products and for the creation of information products.

⁵³ See section 3.10.1.

This will represent an important step forward, especially in view of the future scenario in which the REA will be the service responsible for the validation of all entities participating in grants and procurements in the context of SEDIA, to whom the LEAR concept will be extended.

First of all, the new procedure will alleviate the administrative burden. This will not only apply to H2020 participants, who will be required to provide fewer and simpler documents, but also to the REA validation service, as the verification stage will be facilitated. The numerous requests for clarification of the validation rules should decrease, as well as the number of complaints.

Such simplification will also speed up the LEAR appointment procedure, as the LEAR documents will no longer have to be sent via mail but can be uploaded in the Beneficiary Register.

Finally, in terms of logistics, this measure solves the issue of archiving documents in the current REA premises as the originals will be replaced by the scanned copies uploaded. Therefore, this is a major effort to improve economy and efficiency in comparison with the process.

- **As regards the quality and efficiency of the evaluations, REA is also taking specific measures, such as the use of specific text mining algorithms to automate and improve the detection of possible conflict of interest.**

Currently, following the proposal submission and before the start of evaluations, operational units check for possible conflicts of interest of the selected experts in relation to the proposals to be evaluated. This check complements a self-declaration of honour by the expert. The consortia participants and the content of the proposals (e.g. quoted scientific publications, etc.) are crosschecked in relation to the names of the respective experts (on the basis of email addresses, employers, etc.), in order to identify elements which would reveal the possibility of conflict of interest.

The new system under development aims at an automated and streamlined detection system, whereby text-mining is applied on the list of participants of submitted proposals and on the pool of experts. This will allow identifying potential links, thus pointing to a possible conflict of interest. The new process will be faster, more effective, more consistent and less prone to error in comparison to the crosschecking that is currently in place.

In addition to these actions, the REA will finish the **revision of the rules for legal and financial viability checks** that was initiated last year. The REA support services serve the Commission beyond the Research family. Programmes like Erasmus +, COSME and the Asylum, Migration and Integration Fund call upon the REA support services for the validation of legal entities and their financial assessment. The rules for financial validation need to be harmonised between the Commission services. To this end a working group has been set up to harmonise the financial assessment rules between the Commission services with a view to offer this service on the basis of a uniform methodology starting in 2017. This would be the basis to extend the REA services to all grants and procurements as from 2018.

4.2 Operating budget, staff and operational appropriations

4.2.1. Operating budget

The 2017 administrative budget of the REA was adopted by the Steering Committee on 19 December 2016. It amounts to € 65.48 million in total and is detailed as follows (including EFTA/EEA and third country contributions):

Budget title		EU contribution (€ million)	EFTA/EEA contribution (€ million)	Third countries' Contributions (€ million)	Total appropriations (€ million)
Title 1	Staff expenditure	45.08	1.09	1.32	47.49
Title 2	Infrastructure and operating expenditure	9.48	0.24	-	9.72
Title 3	Programme support expenditure	8.07	0.20	-	8.27
Total		62.63	1.53	1.32	65.48

Most budget under Titles 1 and 2 relates to salaries and overhead costs such as expenses on the Agency's building which can be apportioned by activity on the basis of the staff breakdown presented above. Since 2014, the structure of the REA administrative budget is in line with the model agreed by the six executive agencies. Next to this, Title 3 includes the rent for the Covent Garden evaluation building (COVE) and the related expenditure for the management of the evaluation platform (e.g. logistics, furniture) on behalf of all H2020 managing services.

The next table provides the breakdown of the REA's operating budget 2017 distributed per delegated programme, per activity and per DG with a clear split between the EU contribution, the contributions from EFTA/EEA and third country contributions (R0).

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

Activities	Title 1 (€ million)			Title 2 (€ million)			Title 3 (€ million)			Total	%
	EU BUDGET	EFTA/EEA	RO	EU BUDGET	EFTA/EEA	RO	EU BUDGET	EFTA/EEA	RO		
H2020 and FP7											
H2020 Excellent Science											
Marie Skłodowska-Curie actions – EAC	10.37	0.25	0.59	2.18	0.05	0.00	0.27	0.01	0.00	13.72	21%
Future and Emerging Technologies (FET Open) – CNECT	2.44	0.06	0.15	0.51	0.01	0.00	0.06	0.00	0.00	3.24	5%
FP7 People – Marie Curie Actions (legacy) – EAC	4.45	0.11	0.00	0.93	0.02	0.00	0.40	0.01	0.00	5.92	9%
Subtotal	17.26	0.42	0.73	3.63	0.09	0.00	0.73	0.02	0.00	22.88	0.35
Industrial Leadership											
Space Research – GROW	1.40	0.03	0.10	0.29	0.01	0.00	0.04	0.00	0.00	1.86	3%
FP7 Cooperation – Space Research (legacy) – GROW	1.01	0.02	0.00	0.21	0.01	0.00	0.09	0.00	0.00	1.35	2%
Subtotal	2.41	0.06	0.10	0.51	0.01	0.00	0.13	0.00	0.00	3.21	0.05
Societal Challenges											
Societal Challenge 2	2.67	0.06	0.15	0.56	0.01	0.00	0.07	0.00	0.00	3.53	5%
Societal Challenge 2 – RTD	1.06	0.03	0.06	0.22	0.01	0.00	0.03	0.00	0.00	1.40	2%
Societal Challenge 2 – AGRI	1.61	0.04	0.09	0.34	0.01	0.00	0.04	0.00	0.00	2.12	3%
Societal Challenge 6	2.02	0.05	0.10	0.42	0.01	0.00	0.05	0.00	0.00	2.65	4%
Societal Challenge 6 – RTD	1.27	0.03	0.06	0.27	0.01	0.00	0.03	0.00	0.00	1.67	3%
Societal Challenge 6 – CNECT	0.74	0.02	0.04	0.16	0.00	0.00	0.02	0.00	0.00	0.98	1%
Societal Challenge 7	1.31	0.03	0.10	0.28	0.01	0.00	0.03	0.00	0.00	1.76	3%
Societal Challenge 7 – HOME	0.86	0.02	0.06	0.18	0.00	0.00	0.02	0.00	0.00	1.15	2%
Societal Challenge 7 – CNECT	0.45	0.01	0.03	0.09	0.00	0.00	0.01	0.00	0.00	0.60	1%

FP7 Cooperation – Security Research (legacy) – HOME	1.31	0.03	0.00	0.28	0.01	0.00	0.12	0.00	0.00	1.74	3%
Subtotal	7.30	0.18	0.34	1.54	0.04	0.00	0.27	0.01	0.00	9.68	0.15
H2020 Spreading Excellence, Widening Participation and Science with and for Society – RTD											
SPO-SEWP -RTD	1.57	0.04	0.10	0.33	0.01	0.00	0.04	0.00	0.00	2.08	3%
SPO-SWaFS-RTD	0.70	0.02	0.05	0.15	0.00	0.00	0.02	0.00	0.00	0.93	1%
Subtotal	2.26	0.05	0.15	0.48	0.01	0.00	0.06	0.00	0.00	3.01	0.05
FP7 Capacities – Research for the benefit of SMEs (legacy) – RTD	2.13	0.05	0.00	0.45	0.01	0.00	0.19	0.00	0.00	2.84	4%
Provision of administrative and logistical support services											
Support Services	8.99	0.22	0.00	1.89	0.05	0.00	6.56	0.16	0.00	17.87	27%
Management and Administrative Support											
Horizontal Activities	4.72	0.11	0.00	0.99	0.02	0.00	0.12	0.00	0.00	5.98	9%
MSCA (H2020 and Legacy)	1.73	0.04	0.00	0.36	0.01	0.00	0.04	0.00	0.00	2.19	3%
FET Open	0.29	0.01	0.00	0.06	0.00	0.00	0.01	0.00	0.00	0.36	1%
Industrial Leadership (H2020 and Legacy)	0.28	0.01	0.00	0.06	0.00	0.00	0.01	0.00	0.00	0.36	1%
Societal Challenge 2	0.31	0.01	0.00	0.07	0.00	0.00	0.01	0.00	0.00	0.40	1%
Societal Challenge 6	0.24	0.01	0.00	0.05	0.00	0.00	0.01	0.00	0.00	0.30	0%
Societal Challenge 7 (H2020 and Legacy)	0.31	0.01	0.00	0.06	0.00	0.00	0.01	0.00	0.00	0.39	1%
SEWP / SWaFS	0.26	0.01	0.00	0.06	0.00	0.00	0.01	0.00	0.00	0.34	1%
FP7 SME legacy	0.25	0.01	0.00	0.05	0.00	0.00	0.01	0.00	0.00	0.32	0%
Support Services	1.05	0.03	0.00	0.22	0.01	0.00	0.03	0.00	0.00	1.33	2%
Total	45.08	1.09	1.32	9.48	0.24	0.00	8.07	0.20	0.00	65.48	100%

4.2.2. Human resources

The 2017 administrative budget of the REA adopted by the Steering Committee on 19 December 2016 provides for an establishment plan of 167 temporary staff (TAs), of which 42 are seconded Commission officials, and a budget for 530 contract staff (CAs) including 27 contract staff financed with R0 credits (third country contributions). As in previous years, there are no seconded national experts (SNEs) working in REA in 2017.

In 2017 a call for expressions of interest for setting up reserve lists of Research Programme Officers will be run. The resulting reserve lists would cover the recruitment needs in this profile for the next years. The recruitment needs for Temporary staff will mainly be covered by the inter-agencies job market in 2017.

For contract staff, EPSO will open new CAST procedures in early 2017, covering all profiles (including those from the summer CAST for financial and project management profiles launched mid-2015 and for which testing was suspended in early 2016).

By the end of 2017, the following staff allocation is envisaged (for each action/ programme delegated, the respective parent DG is indicated)⁵⁴ whereby the staff has been allocated to actions and programmes according to the "Common HR methodology to calculate and present human resources in the Annual Work Programme (AWP) of Executive Agencies (EAs) in compliance with the provisions of Article 9.2.2 of the Guidelines on EAs"⁵⁵.

⁵⁴ Based on EU budget 2017 as approved in June 2016.

⁵⁵ Note from DG RTD, HR Methodology, Ref. Ares(2015)4433069 - 20/10/2015.

Activities	Total Staff	TAs	Of Which seconded officials	CAs	%
H2020 and FP7					
H2020 Excellent Science					
Marie Skłodowska-Curie actions – EAC	160.37	39.78	5.00	120.59	23.01%
Future and Emerging Technologies (FET Open) – CNECT	37.80	10.40	4.00	27.40	5.42%
FP7 People – Marie Curie Actions (legacy) – EAC	68.73	17.05	0.00	51.68	9.86%
Subtotal	266.90	67.23	9.00	199.67	38.29%
Industrial Leadership					
Space Research – GROW	21.57	7.08	2.00	14.49	3.10%
FP7 Cooperation – Space Research (legacy) – GROW	15.62	5.13	0.00	10.49	2.24%
Subtotal	37.19	12.22	2.00	24.98	5.34%
Societal Challenges					
Societal Challenge 2					
Societal Challenge 2 – RTD	16.44	3.86	3.00	12.58	2.36%
Societal Challenge 2 – AGRI	24.84	5.83	2.00	19.01	3.56%
Societal Challenge 6					
Societal Challenge 6 – RTD	19.65	6.47	2.00	13.18	2.82%
Societal Challenge 6 – CNECT	11.52	3.79	2.00	7.73	1.65%
Societal Challenge 7					
Societal Challenge 7 – HOME	13.30	4.38	2.00	8.92	1.91%
Societal Challenge 7 – CNECT	6.94	2.29	2.00	4.66	1.00%
FP7 Cooperation – Security Research (legacy) – HOME	20.24	6.66	0.00	13.58	2.90%
Subtotal	112.92	33.27	13.00	79.64	16.20%
H2020 Spreading Excellence, Widening Participation and Science with and for Society					
SEWP - RTD	24.21	6.98	1	17.23	3.47%
SWAFS - RTD	10.79	3.11	1	7.68	1.55%
Subtotal	35.01	10.10	2.00	24.91	5.02%
FP7 Capacities – Research for the benefit of SMEs (legacy) – RTD	32.96	9.07	0.00	23.89	4.73%
Provision of administrative and logistical support services					
Support Services	139.03	18.12	4.00	120.91	19.95%
Management and Administrative Support					
Horizontal Activities	73.00	17.00	12.00	56.00	10.47%
Total	697.00	167.00	42.00	530.00	100.00%

Staff financed by contributions from EFTA and/or third countries	
Staff allocated to operational activities	27
Staff allocated to management and administration	0
Total	27

4.2.3. Delegated operational appropriations

Following the Internal Rules for the implementation of the 2017 General Budget, the REA manages operational appropriations on the following budget lines. They do not only relate to **grant management activities**, but also **include appropriations for experts**.

Since 2016, the REA uses a single budget line which simplifies the management of its activities for contracting and paying of expert evaluators, including for Horizon 2020 calls not delegated to the REA⁵⁶.

It should be noted that the figures in the table below come from the REA's Individual Budgetary Financial Statement used for the establishment of the Draft Budget 2018 and may differ from the figures presented in part 3 (Overview of outputs for the year) that are based on the H2020 Work Programme 2016-17. The figures below include an additional amount of 10.7 million € in commitment appropriations for the specific objective 'Spreading excellence and widening participation' as proposed in the amending letter n°1 to the draft general budget 2017 adopted by the Commission on 17 October 2016. An additional difference compared to the Financial Statement is the decrease of the payment appropriations for the Marie Skłodowska-Curie actions, in line with the adopted budget.

These figures might still change during 2017 depending on the outcomes of the calls for proposals (e.g. ranking lists) and the repartition of the credits between all the co-delegated entities under each budget line.

⁵⁶ Except for the Joint Undertakings (JUs), for which REA uses the relevant JU's budget line.

Budget lines		Commitment appropriations			Payment appropriations		
		EU Budget	EFTA/EEA	Total	EU Budget	EFTA/EEA	Total
H2020							
<i>H2020 – Excellent Science</i>							
09 04 01 01	Strengthening research in future and emerging technologies	110.96	2.71	113.67	62.47	1.52	63.99
15 03 01 01	Marie Skłodowska-Curie actions – generating, developing and transferring new skills, knowledge and innovation	817.01	20.01	837.02	698.12	17.09	715.21
	Subtotal Excellent Science	927.97	22.72	950.69	760.59	18.61	779.20
<i>H2020 – Industrial Leadership</i>							
02 04 02 01	Leadership in Space	76.61	1.87	78.48	77.29	1.89	79.18
<i>H2020 – Societal Challenges</i>							
05 09 03 01	Securing sufficient supplies of safe, healthy and high quality food and other bio-based products (Societal Challenge 2)	221.53	5.41	226.94	105.00	2.56	107.56
08 02 03 02	Securing sufficient supplies of safe, healthy and high quality food and other bio-based products (Societal Challenge 2)	146.60	3.58	150.18	117.61	2.87	120.48
08 02 03 06	Fostering inclusive, innovative and reflective European societies (Societal Challenge 6)	61.72	1.51	63.22	43.17	1.05	44.23
09 04 03 02	Fostering inclusive, innovative and reflective European societies (Societal Challenge 6)	36.16	0.88	37.05	22.03	0.54	22.57
09 04 03 03	Fostering secure European societies (Societal Challenge 7)	45.00	1.10	46.10	35.57	0.87	36.44
18 05 03 01	Fostering secure European societies (Societal Challenge 7) ⁵⁷	86.20	2.10	88.30	86.16	2.10	88.26
	Subtotal Societal Challenges	597.21	14.57	611.78	409.54	9.99	419.53
<i>H2020 – Specific Objectives</i>							
08 02 04	Spreading excellence and widening participation	119.33	2.91	122.24	91.24	2.23	93.47
08 02 06	Science with and for society	53.20	1.30	54.50	44.71	1.09	45.80
	Subtotal Specific Objectives	172.53	4.21	176.74	135.95	3.32	139.27

⁵⁷ As from 01.01.2018 and if the “classified projects” are given to the REA, the repartition of the calls of 2017 will be done based on 80% of the calls, then higher.

FP7							
02 04 51	Completion of previous research framework programmes – 7th Framework Programme (Cooperation – Space theme)	–	–	–	13.70	0.34	14.04
08 02 51	Completion of previous research framework programmes – 7th Framework Programme (SME Actions)	–	–	–	11.72	0.29	12.00
15 03 51	Completion of previous research framework programmes – 7th Framework Programme (People Programme)	–	–	–	90.00	2.22	92.22
18 05 51	Completion of previous research framework programme – 7th Framework Programme (Cooperation - Security theme) ⁵⁸	–	–	–	43.92	1.08	45.00
	Subtotal Completion of FP7	0	0	0	159.34	3.94	163.28
Experts							
08 02 05	Horizontal activities of Horizon 2020	56.93	1.39	58.31	56.66	1.38	58.04
08 02 02 03	Expert reviewers for FP7-SME projects	0.05	0.00	0.05	0.05	0.00	0.05
Various	Expert evaluators of the Joint Undertakings	-	-	-	-	-	-
	Subtotal experts	56.97	1.39	58.36	56.71	1.38	58.09
Total of the operational budget managed by the Executive Agency:		1,831.29	44.76	1,876.05	1,599.42	39.13	1,638.55

The share of the EFTA contribution is of 2.47% for FP7 appropriations and 2.44% for H2020 appropriations.

⁵⁸ See footnote 51.

In addition, appropriations accruing from contributions from other third parties will be managed by the REA, although, their amounts will only be known in the course of the year ('p.m.'). These appropriations come from the budget lines "Appropriations" accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014-2020)" under various chapters as follows:

- 02 04 50 01: Horizon 2020 – Research related to enterprises;
- 05 09 50 01: Horizon 2020 – Research and innovation related to agriculture;
- 08 02 50 01: Horizon 2020 – Research;
- 09 04 50 01: Horizon 2020 – Communications networks, content and technology policy area;
- 15 03 50 01: Horizon 2020 – Education and culture policy area;
- 18 05 50 01: Horizon 2020 – Research related to Security.