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ANNEX 1

ANNEX

to COMMISSION DECISION

**approving the 2015 work programme of the
Executive Agency for Small and Medium-Sized Enterprises**



Annual Work Programme 2015

Executive Agency for Small and Medium-
sized Enterprises (EASME)

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PART 1. MISSION STATEMENT

Executive Agencies are established by the Commission in accordance with Council Regulation (EC) No 58/2003¹ with the purpose of delegating certain tasks relating to the management of Union programmes, including budget implementation. This enables the Commission to focus on its core activities and to dispose of sufficient technical expertise for the management of such programmes with the goal to achieve a more efficient implementation.

The Executive Agency for Small and Medium-sized Enterprises (EASME)² is entrusted with the management of parts of the following Union programmes:

- the Framework Programme for Research and Innovation (Horizon 2020) 2014-2020;
- the Programme for the Competitiveness of Enterprises and small and medium-sized Enterprises (COSME) 2014-2020;
- the Programme for the Environment and Climate Action (LIFE) 2014-2020;
- the European Maritime and Fisheries Fund (EMFF);
- the legacy of the Competitiveness and Innovation Programme 2007-2013 limited to the following parts: "Intelligent Energy Europe Programme (IEE II)", the "Eco-innovation initiative", the "Enterprise Europe Network", "Your Europe Business Portal", the "European IPR Helpdesk" and the "IPorta Project".

The Agency's mission statement is as follows: ***'We provide high quality support to our beneficiaries, turning EU policy into action. As an executive agency of the European Commission, we manage significant parts of COSME, LIFE, Horizon 2020 and EMFF. We ensure that actions funded by these programmes deliver results and provide the Commission with valuable input for its policy tasks'***.

¹ Council Regulation (EC) No 58/2003 of 19 December 2002 laying down the statute for executive agencies to be entrusted with certain tasks in the management of Community programmes (OJ L 11 of 16.01.2003).

² Following the establishment of the Intelligent Energy Executive Agency (IEEA) by Commission Decision 2004/20/EC of 23 December 2003 (OJ L 5 of 9.01.2004), the Commission decided to transform the IEEA into the EACI (Commission Decision 2007/372/EC of 31 May 2007 amending Decision 2004/20/EC (OJ L 140 of 1.06.2007). End 2013, the EACI was replaced and succeeded by the EASME (Commission Implementing Decision C(2013)/771/EU) of 17 December 2013 establishing the 'Executive Agency for Small and Medium-sized Enterprises' and repealing Decisions 2004/20/EC and 2007/372/EC). The related Act of Delegation (Commission Decision C(2013)9414 delegating powers to the Executive Agency for Small and Medium-sized Enterprises with a view to performance of tasks linked to the implementation of Union programmes in the field of energy, environment, climate action, competitiveness and SMEs, research and innovation and ICT, comprising, in particular, implementation of appropriations entered in the general budget of the Union) - hereinafter referred as Act of Delegation - was adopted on 23 December 2013 and amended by Commission Decision C(2014)4636 of 11 July 2014 and by Commission Decision C(2014)6944 of 2 October 2014.

PART 2. THIS YEAR'S CHALLENGES

2.1. Building upon the new foundations

While 2014 was the first year of the Agency's new mandate and therefore a year of transition and many (organisational) changes, 2015 will be the year in which the Agency – after a further steady growth - will reach its cruising speed. Indeed, as from 2015 onwards, the Agency will be responsible for the full project cycle, following the end of the 2014 transitional measures (in-house management by parent DGs of certain phases of the project cycle) and the kick-off of the projects which were selected and contracted under the new programmes in 2014.

Not only will the variety of tasks within its existing portfolio grow, as from the 1st January 2015, the Agency's mandate itself will also be expanded to include a new pilot scheme, the Fast Track to Innovation. Building upon its experience with running the SME-instrument, the Agency will endeavour a successful launch of this new scheme.

While most of the focus is on the new programmes, one must not forget that the Agency is also managing around 470 projects under the Intelligent Energy Europe (IEE) and Eco-Innovation programmes. This 'legacy work' not only requires a close project monitoring but also continued efforts in providing feedback to the parent DGs on the results of these projects.

The abovementioned increase in tasks is reflected by a further increase in the Agency's staff numbers. By the end of 2015, staffing figures should amount to 395 which represents an almost 40 % increase compared to the end of 2014. The increase in staff poses challenges to the housing situation of the Agency. Efforts to optimise the use of the existing office space have reached their limits and the Agency will need additional office space in early 2015. As in 2014, the Agency is in close contact with OIB to look for solutions in the short and longer term.

Building upon the foundations of the new Agency that were laid in 2014 and working with an excellent team of committed professionals, I am confident that we will succeed in achieving our objectives in 2015.

Patrick Lambert

Director

2.2. Key Performance Indicators

The following key performance indicators measure the most critical aspects of the Agency's performance. Monitoring data corresponding to these indicators will be presented in detail in the 2015 Annual Activity Report.

Objective: programmes delegated to the Agency are implemented in an efficient and effective way							
Indicator: time to grant (source of data: EASME.C1)							
Baseline (2014)				Target (2015)			
	TTG ³ (TTI + TTS)	TTI ⁴	TTS ⁵		TTG (TTI + TTS)	TTI	TTS
H2020	245 days ⁶			H2020	8 months (245 days)	5 months (153 days)	
SME-instr.	Phase 1: 155 days ⁷	Phase 1: 65 days ⁸ Phase 2: 75 days ⁹	Phase 1: 90 days ¹⁰	SME-instr.	Phase 1: 3 months (92 days) Phase 2: 6 months (183 days)	Phase 1: 2 months (61 days) Phase 2: 4 months (122 days)	
FTI	N.A.	N.A.	N.A.	FTI	6 months (183 days)	3 months (92 days)	
non-H2020	N.A.	N.A.	N.A.	non-H2020	9 months ¹¹ (274 days)	6 months (183 days)	3 months (92 days)

³ TTG = (total) Time-To-Grant: time between the closing date for submission and the date of signature of all grant agreements (or the last one). Grants selected from the reserve list are not taken into consideration.

⁴ TTI = Time-To-Inform: time between the closing date for submission and the date of informing all applicants of the outcome of the evaluation of their application.

⁵ TTS = Time-To-Signature: time between the date of informing applicants they have been successful and the date of signing grant agreements with applicants or notifying grant decisions to them.

⁶ H2020-SC3: secure, clean and efficient energy: 238 days, H2020-Innovation SMEs: 252 days.

⁷ SME-instrument phase 1, first cut-off.

⁸ SME-instrument phase 1, first cut-off: 61 days, phase 1, second cut-off: 70 days.

⁹ SME-instrument phase 2, first cut-off.

Indicator: time to pay (source of data: EASME.C1)			
Baseline (2014)		Target (2015)	
98% of payments within legal deadlines		100% of payments within legal deadlines	
Legal deadline	Result	Legal deadline	Target
30 days	98%	30 days	100%
45 days	93%	45 days	100%
60 days	100%	60 days	100%
90 days	98%	90 days	100%
Indicator: % of budget execution (commitments and payments) with respect to budget appropriations (source of data: EASME.C1)			
Baseline (2014)		Target (2015)	
operational budget: 99.98% commitments and 99.98% payments		operational budget: 100% (commitments and payments)	
operating budget: 91% commitments and 76% payments		operating budget: 100% (commitments and payments)	
Indicator: residual error rate in financial transactions (source of data: EASME.C02)			
Baseline (2014)		Target (2015)	
IEE II: 1.9%, Eco-inno: 1.0%, EEN: 1.8%		less than 2% of the total budget per programme	
Objective: An effective, reliable and cost-efficient internal control system to ensure that 1) reasonable assurance can be given that resources assigned are			

¹⁰ SME-instrument phase 1, first cut-off.

¹¹ The Financial Regulation foresees the possibility of an exception to the rule (Article 128.2) in case of too large subscription in response to a call for proposals. The Agency faced with an oversubscription of proposals (1.300) in the LIFE programme (LIFE Call 2014), it considers the LIFE Call 2014 as an exception and will sign 60% of the LIFE Grant agreements within the TTG of 9 months and the remaining 40% within 12 months. Remedial action include a close follow-up of KPI on grant agreement signature and remediating the limited resources allocated to the LIFE programme in EASME. In addition simplification of templates and forms will be introduced and an analysis of the external evaluation contract conducted together with providing additional training for the contractor.

used according to the principles of sound financial management, 2) risk of errors in operations is minimised and 3) the control procedures put in place give the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Indicator: number of critical / very important accepted audit recommendations (made by ECA and IAS) overdue for more than six months (source of data: EASME.C02)

Baseline (2014)	Target (2015)
0	0

PART 3. GENERAL OBJECTIVES OF THE POLICY

The Agency contributes to the achievement of the objectives and priorities as laid down by the Commission and the parent DGs.

The general objectives can be found in the management plans of the parent DGs. Annex 4 to this Work Programme provides per parent DG an overview of its general and specific objectives (including indicators and targets) to which EASME contributes with its activities.

PART 4. SPECIFIC OBJECTIVES FOR OPERATIONAL ABB ACTIVITIES

4.1. Implementation of parts of the Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME) – ABB activity 02.02

4.1.1 Policy context

COSME – the Programme for the Competitiveness of Enterprises and Small and Medium Enterprises (SMEs) ¹² – is the Union’s programme to strengthen the competitiveness and sustainability of the Union’s enterprises and to encourage an entrepreneurial culture and promote the creation and growth of SMEs. These objectives will be met by:

- improving access to finance for SMEs in the form of equity and debt;
- improving access to markets, particularly inside the Union but also at global level;
- improving framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector;
- promoting entrepreneurship and entrepreneurial culture.

According to the legal base, the overall indicative budget for the seven-year period of COSME (2014-2020) is EUR 2.3 billion. The 2015 budget amounts to EUR 276,2 million¹³.

4.1.2 Tasks entrusted to the Agency

The Agency is entrusted with the implementation of actions under the four objectives of the COSME programme as mentioned above. For each delegated action, a roadmap is developed to define the implementation mode, timing and interaction between DG GROW and the Agency.

¹² Regulation (EU) No 1287/2013 of the European Parliament and of the Council of 11 December 2013 establishing a Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME) (2014 - 2020) and repealing Decision No 1639/2006/EC.

¹³ Commission Implementing Decision C(2014)8044 of 29 October 2014 on the adoption of the work programme for 2015 and the financing for the implementation of the Programme for the Competitiveness of Enterprises and small and medium-sized enterprises.

ABB activity 02.02 (COSME)				
Financial resources			Human resources	
	Administrative expenditure (EFTA included)	EFTA	Temporary agents	Contract agents
Title 1	4,921,900	3,934	19	59
Title 2	1,144,983	915		
Title 3	461,677	369		
Total	6,528,560	5,219	78 statutory staff	

Specific objective:			
To improve access to finance for SMEs in the form of equity and debt (parent DG GROW)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones/ comments</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
Management of specific contracts under Framework contract:			
<ul style="list-style-type: none"> • Studies (ENT/SME/15/A/N031) • Workshops (ENT/SME/15/A/N032) • Web portal (ENT/SME/15/A/N033) 		3/5	Q1/Q4
<ul style="list-style-type: none"> • IT tool (ENT/SME/15/A/N035) 		1	Q1

Monitoring of projects	Desk checks	N.A.	Throughout the year
Recommendations / feedback to parent DGs	Project results transmitted to parent DG	N.A.	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

Specific objective:			
To improve access to markets, particularly inside the Union but also at global level			
(parent DG GROW)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones/ comments</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
Publication of calls for proposals: <ul style="list-style-type: none"> • Support to internationalisation: cooperation with national agencies (ENT/SME/15/B/N03) • EU-Japan Centre for industrialisation (ENT/SME/15/B/N04) 	Published calls Ad hoc grant art 190(1)(d)	2	Q1 Q2
Evaluation and contracting of proposals: <ul style="list-style-type: none"> • Enterprise Europe Network (ENT/SME/15/B/N01) 	Grant agreements Framework Partnership Agreements Specific grant agreements	 ± 110 ± 110	Max. 9 months after call deadline Q1
Publication of calls for tender: <ul style="list-style-type: none"> • Filling the gap on SME internationalisation (ENT/SME/15/B/N03) 	Published calls	1	Q4
Evaluation and contracting of tenders: <ul style="list-style-type: none"> • Enterprise Europe Network: animation (ENT/SME/15/B/N01) 	Contracts Specific contract(s) / Service contracts		Q1

<p>Management of specific contracts under Framework contract:</p> <ul style="list-style-type: none"> Your Europe Business Portal (ENT/SME/15/N02) Implementation of letters of intent with 3rd countries (ENT/SME/15/B/N05) Scoping exercise to develop industrial and regulatory cooperation with certain countries (ENT/SME/15/B/N05) Regional dialogues within Neighbourhood area (ENT/SME/15/B/N05) Exchanges of good practices in the area of compliance assistance and compliance schemes (ENT/SME/15/B/N05) 		6	<p>Q1</p> <p>Q2</p> <p>Q2</p> <p>Q2</p> <p>Q1</p>
Monitoring of projects	Desk checks	N.A.	Throughout the year
Recommendations / feedback to parent DGs	Project results transmitted to parent DG	N.A.	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.
<p>Other:</p> <ul style="list-style-type: none"> Launching conference EEN 		1	Q3

<ul style="list-style-type: none"> Promotion of Europe as a tourist destination as well as of its diverse destinations – cooperation with European Travel Commission 	Ad hoc grant art. 190(1)f		Q2
Evaluation and contracting of proposals	Grant agreements		Max. 9 months after call deadline
Publication of calls for tender <ul style="list-style-type: none"> The European Resource Efficiency Excellence Centre (ENT/SME/15/C/N09) Bio-based product markets (ENT/SME/15/C/N14) 	Published calls	3	Q1 Q1-Q2
Evaluation and contracting of tenders	Contracts		
Management of specific contracts under framework contract: <ul style="list-style-type: none"> SME performance review (ENT/SME/15/C/N01) SBA implementation (ENT/SME/15/C/N01) Regulatory fitness for competitiveness (ENT/SME/15/C/N02) European Competitiveness Report (ENT/SME/15/C/N03) Exchanges of good practices to support European Competitiveness (ENT/SME/15/C/N04) Market relevance for KETs IPCEI's (ENT/SME/15/C/N10) Implementation of the action plan 'construction 2020' (ENT/SME/15/C/N13) 	Studies, conferences, meetings Studies	23 1 5 3 7 3 3 1	Q4 Q1 Q2-Q4 Q3 Q1 Q1-Q4 Q1-Q4

Management of Specific Grant Agreement under Framework Partnership Agreement: <ul style="list-style-type: none"> • Outreach tools (Business Planet) (ENT/SME/15/C/N01) 		1	Q4
Monitoring of projects	Desk checks and on-site reviews	N.A.	Throughout the year
Recommendations / feedback to parent DGs	Project results transmitted to parent DG	N.A.	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.
Other: remunerated experts <ul style="list-style-type: none"> • SBA implementation (ENT/SME/15/C/N01) 		4	Each quarter
Other: direct contracts <ul style="list-style-type: none"> • SBA implementation (ENT/SME/15/C/N01) • European fair of social enterprises in Bulgaria (ENT/SME/15/C/N06) • Implementation of Action Plan 'Construction 2020' (ENT/SME/15/C/N13) 		6 4 1 1	Q1-Q3 Q1 Q1-Q4

Specific objective:			
To promote entrepreneurship and entrepreneurial culture			
(parent DG GROW)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones/ comments</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
Publication of calls for proposals <ul style="list-style-type: none"> • Erasmus for young Entrepreneurs (ENT/SME/15/D/N01) 	Published calls	1	Q1
Evaluation and contracting of proposals	Grant agreements		Max. 9 months after call deadline
Publication of calls for tender <ul style="list-style-type: none"> • Women's Entrepreneurship: e-platform for female entrepreneurs (ENT/SME/15/D/N02) • Digital Entrepreneurship (awareness raising campaign) (ENT/SME/15/D/N03) 	Published calls	2	Q2 Q2
Evaluation and contracting of tenders	Contracts		
Management of specific contracts under framework contract <ul style="list-style-type: none"> • Digital Entrepreneurship (awareness raising campaign) (ENT/SME/15/D/N03) • Eurobarometer on Entrepreneurship: flash Eurobarometer (ENT/SME/15/D/N04) 		2	

Monitoring of projects	Desk monitoring	N.A.	Throughout the year
Recommendations / feedback to parent DGs	Project results transmitted to the parent DG	N.A.	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.
Other: remunerated experts <ul style="list-style-type: none"> • Erasmus for Young Entrepreneurs (ENT/SME/15/D/N01) • Women's Entrepreneurship (ENT/SME/15/D/N02) 	Expert contracts	20-25 20	Q4

In addition, support measures regarding the organisation of conferences, study groups and technical support and the implementation of communication and information activities are delegated to the Agency in 2015¹⁴.

¹⁴ Commission Implementing Decision C(2015)122 final of 20 January 2015 on the financing of the support measures of the Programme for the Competitiveness of the Enterprises and small and medium-sized enterprises (COSME) for 2015

4.2. Implementation of parts of the Framework Programme for Research and Innovation (Horizon 2020) – ABB Activities 02.04, 08.02, 09.04, 32.04

4.2.1 Policy context

'Horizon 2020'¹⁵ is the EU's funding programme for research and innovation which strives to stimulate the economy and secure the science and technology base and industrial competitiveness for the future, contributing towards a smarter, more sustainable and more inclusive society.

4.2.2 Tasks entrusted to the Agency

The Agency is entrusted with the following parts of Horizon 2020:

- Parts of the specific objective "**Innovation in SMEs**" of "Part II Industrial Leadership", succeeding similar activities within the CIP (Competitiveness and Innovation Framework Programme).
- Within "Part II Industrial Leadership" under the specific objective "Leadership in enabling and industrial technologies", **activities on sustainable, resource-efficient and low-carbon technologies in energy-intensive process industries** as referred to in Annex I § 1.5.3 (c) of Horizon 2020 succeeding similar actions (Sustainable Low Carbon Industries SILC) within the CIP.
- Within "Part II Industrial Leadership" under the specific objective "Leadership in enabling and industrial technologies", the **activities underlining the importance of information and communication technologies entering a new disruptive phase** (Open and Disruptive Innovation) as referred to in Annex I § 1 of Horizon 2020¹⁶.
- Within the specific objective "**Secure, clean and efficient energy**" of "Part III Societal challenges":
 - energy efficiency activities referred to in Annex I § 3.3 (g) of Horizon 2020 succeeding and extending similar actions of the Intelligent Energy Europe Programme (IEE II) within the CIP;

¹⁵ Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decision No 1982/2006/EC and Council Decision of 3 December 2013 establishing the specific programme implementing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decisions 2006/971/EC, 2006/972/EC, 2006/973/EC, 2006/974/EC and 2006/975/EC.

¹⁶ These activities will be implemented through the SME-instrument.

- research and technology development for energy efficiency, including the "Energy Efficiency in Buildings Public-Private Partnership" and "European Private Public Partnership dedicated to innovation in resource and energy efficiency in and enabled by the process industries (SPIRE)";
- The specific objective "**Climate action, environment, resource efficiency and raw materials**" of "Part III Societal challenges" (with the exception of activities implemented by Article 185 and Article 187 TFEU initiatives and the ERA NETs) including:
 - activities succeeding similar actions on better use of raw materials and efficiency in the processing of biological resources under the Seventh Framework Programme for Research (FP7).
 - activities on eco-innovation succeeding similar actions within the CIP
- The "**SME instrument**" as part of the specific objective "Leadership in enabling and industrial technologies" of "Part II – Industrial Leadership" and of "Part III – Societal Challenges" as a new action;
- The "**Fast Track to Innovation pilot scheme**" as part of the specific objective "Leadership in enabling and industrial technologies" of Part II – Industrial leadership" and of "Part III – Societal Challenges".

Innovation in SMEs

ABB activity 02.04 (Horizon 2020)				
Financial resources			Human resources	
	Administrative expenditure (EFTA Included)	EFTA	Temporary agents	Contract agents
Title 1	411,728	11,759	1	5
Title 2	94,432	2,697		
Title 3	27,387	782		
Total	533,547	15,238	6 statutory staff	

Specific objective:			
To stimulate sustainable economic growth by means of increasing the levels of innovation in SMEs, covering their different innovation needs over the whole innovation cycle for all types of innovation, thereby creating more fast-growing, internationally active SMEs			
(parent DG GROW)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones/comments</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
Publication of calls for tender	Published call: Capabilities for Design-Driven Innovation in European SMEs	1	Q2
	Published call: Business Innovation Observatory +	1	Q2
Evaluation and contracting of proposals	Grant agreements: Cluster facilitated projects for new industrial value chains (INNOSUP-1-2015)	5-7	Max. 3 months from the date of informing applicants they have been successful
	Grant agreements: Capitalising the full potential of online-collaboration for SME innovation support (INNOSUP 6 – 2015)	2 to 3	Max. 3 months from the date of informing applicants they have been successful
	Grant agreements: Peer learning of innovation agencies (INNOSUP-5–2014)	25-28	Max. 3 months from the date of informing applicants they have been successful
	Grant agreements: A European Label for innovation voucher programmes to support spin-in of technology (INNOSUP-4–2014)	1	Max. 3 months from the date of informing applicants they have been successful

Evaluation and contracting of tenders	Contract for: Capabilities for Design-Driven Innovation in European SMEs	1	Q4
	Contract for: Business Innovation Observatory +	1	Q4
Monitoring of projects	Projects monitored	33-39	Desk monitoring
Recommendations / Feedback to parent DG		N.A.	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

Societal challenge 3 'Secure, clean and efficient energy'

ABB activity 32.04 (Horizon 2020)				
Financial resources			Human resources	
	Administrative expenditure (EFTA included)	EFTA	Temporary agents	Contract agents
Title 1	1,286,650	36,747	5	15
Title 2	295,099	8,428		
Title 3	85,585	2,444		
Total	1,667,334	47,620	20 statutory staff	

Specific objective:			
Making the transition to a reliable, affordable, publicly accepted, sustainable and competitive energy system, aiming at reducing fossil fuel dependency in the face of increasingly scarce resources, increasing energy needs and climate change			
(parent DG ENER and CONNECT)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones/comments</i>
Promotion of the projects/programme	Various outputs, incl. high quality service to National Contact Points and potential applicants (e.g. participation in Info Days)	<i>See Communication Work Plan</i>	
Contracting and launch of the H2020 actions selected under the 2014 call	Signed grant agreements	53	Max. 3 months from the notification of applicants
	Briefing of coordinators	45	Q1-Q2
Follow-up of the H2020 WP 2014 tenders	Successful launch of activities	3 tenders	Evaluation of Build Up Skills and bioenergy projects: Q1 Support to Build Up Skills: Q4
Evaluation of the H2020 2015 call proposals	Notification letters	400-500	Max. 5 months from the call deadline
Contracting of the H2020 2015 call selected proposals	Signed grant agreements (funding topics EE02 and EE18)	4-5	Max. 3 months from the notification of applicants
	Grant agreement preparation reports (other topics)	40-50	All reports sufficiently completed by year end to keep time-to-grant within 8 months
Preparation of specifications for new service contract under H2020 2015 WP	Call for tender	1	Publication in Q2 (financing portal)

Preparation of follow-up Concerted Actions with Member States	Grant agreements	2	EPBD IV: Q2 RES: Q4
Recommendations / Feedback to parent DGs ¹⁷	Participation to all Committee meetings	3-4	Throughout the year
	Participation to liaison meetings	> 8	
	Inputs for 2016-2017 WP	N.A.	Upon request, Q1-Q2

Societal challenge 5 'Climate action, environment, resource efficiency and raw materials'

ABB activities 02.04, 08.02 (Horizon 2020)				
Financial resources			Human resources	
	Administrative expenditure (EFTA included)	EFTA	Temporary agents	Contract agents
Title 1	2,676,232	76,434	10	32
Title 2	613,805	17,530		
Title 3	178,017	5,084		
Total	3,468,054	99,049	42 statutory staff	

¹⁷ A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

Specific objective:			
To achieve a resource - and water - efficient and climate change resilient economy and society, the protection and sustainable management of natural resources and ecosystems, and a sustainable supply and use of raw materials, in order to meet the needs of a growing global population within the sustainable limits of the planet's natural resources and eco-systems			
(parent DG RTD and GROW)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
Publication of calls for proposals	H2020-SC5-2016/2017	1	Autumn
Evaluation of proposals	H2020-SC5-WATER-WASTE-2015-OneStage		May
	H2020-SC5-WATER-WASTE-2015-TwoStage (first stage)		May
	H2020-SC5-WATER-WASTE-2015-TwoStage (second stage)		October
	H2020 BLUE GROWTH 2015 (contributing)		Q3
	H2020 DISASTER RESILIENCE 2015 (contributing)		Q3
Contracting of proposals	Grant agreements:		
	• H2020-SC5-WATER-WASTE-2014-TwoStage (second stage)	~ 30	May
	• H2020-SC5-WATER-WASTE-2015-OneStage	~ 40	December
	• H2020 DISASTER RESILIENCE 2014	2	April
	• H2020 BLUE GROWTH 2014	1	February
• SILC II	2	April	

Monitoring of projects	Kick-off meetings	~ 60	Throughout the year
Recommendations / Feedback to parent DGs ¹⁸	Liaison meetings with parent DG's		Throughout the year on a regular basis
	Evaluation results/ impacts transmitted to parent DG's	At least 2	After each evaluation period
	Project results transmitted to Commission	N.A.	Throughout the year

SME-instrument

ABB activities 02.04, 08.02, 09.04, 32.04 (Horizon 2020)				
Financial resources			Human resources	
	Administrative expenditure (EFTA included)	EFTA	Temporary agents	Contract agents
Title 1	5,146,600	146,989	20	60
Title 2	1,180,395	33,712		
Title 3	342,340	9,777		
Total	6,669,335	190,478	80 statutory staff	

¹⁸ A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

SME-INSTRUMENT			
(parent DG RTD, DG GROW, DG CONNECT, DG ENER)¹⁹			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
Evaluation and contracting of proposals	Grant agreements signed for SME Instrument Phase 1	643	Maximum 3 months after the call deadline
	Grant agreements signed for SME Instrument Phase 2	228	Maximum 6 months after the call deadline
Monitoring of projects	Projects running SME Instrument Phase 1	978	Desk monitoring
	Projects running SME Instrument Phase 2	228	Desk monitoring
Recommendations / Feedback to parent DGs	Project results transmitted to Commission	~ 500 <i>phase 1 projects</i>	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

Fast Track to Innovation pilot scheme

ABB activities 02.04, 08.02, 09.04, 32.04 (Horizon 2020)				
Financial resources			Human resources	
	Administrative expenditure (EFTA included)	EFTA	Temporary agents	Contract agents
Title 1	308,796	8,819	1	4
Title 2	70,824	2,023		
Title 3	20,540	587		
Total	400,160	11,429	5 statutory staff	

¹⁹ In addition, DG AGRI, DG HOME and DG MOVE contribute to the SME-instrument.

Fast Track to Innovation			
(parent DG RTD, DG GROW, DG CONNECT, DG ENER)²⁰			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
Publication of calls for proposals	Published call (FTIPilot-1-2015)	1	6 January 2015
Evaluation and contracting of proposals	Grant agreements signed	~25	Max. 3 months from the date of informing applicants they have been successful
Monitoring of projects	Projects monitored	~25	Desk monitoring
Recommendations / Feedback to parent DGs	Project results transmitted to Commission	N.A.	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

4.3. Implementation of parts of the Programme for the Environment and Climate Action (LIFE) – ABB activities 07.02 and 34.02

4.3.1 Policy context

The LIFE Programme²¹ is the EU's funding instrument (a continuation of LIFE+) to support the protection of the environment and climate action. In 2015, EUR 435 million has been allocated to the Programme²².

²⁰ In addition, DG AGRI, DG HOME and DG MOVE contribute to the FTI pilot scheme.

²¹ Regulation (EU) No 1293/2013 of the European Parliament and of the Council of 11 December 2013 on the establishment of a Programme for the Environment and Climate Action (LIFE) and repealing Regulation (EC) No 614/2007.

²² Commission Implementing Decision C(2014)10276 final of 9 January 2015 on the amendment of the Commission Implementing Decision C(2014)7998 on the financing of the implementation of the LIFE Programme and the contributions to the European Chemicals Agency, the European Environment Agency and the international and multilateral environment and climate agreements for 2015, serving as financing decision for 2015.

4.3.2 Tasks entrusted to the Agency

In 2015, the Agency will be responsible for the calls for action grants under the Environment sub-programme²³ and the Climate Action sub-programme; the call(s) for the NGO framework partnership agreements and the annual operating grants as well as the on-going call for capacity building projects.

ABB activity 07.02, 34.02 (LIFE)			
Financial resources		Human resources	
	Administrative expenditure	Temporary agents	Contract agents
Title 1	543,015	3	6
Title 2	123,941		
Title 3 ²⁴	4,734,474		
Total	5,401,430	9 statutory staff	

Specific objectives:
(1) To contribute to a greener and more resource-efficient economy and to the development and implementation of Union environmental and climate policy and legislation
(2) To halt and reverse the biodiversity loss
(3) To support better environmental governance and information at all levels
(4) To pursue the shift towards a low emission economy by securing investments for climate change mitigation
(5) To promote a climate-resilient economy by securing investments for climate change adaptation
(6) To support better climate governance and information at all levels
(parent DG ENV + CLIMA)
Contribution of the Agency to the achievement of the above objective:

²³ Except for integrated projects and technical assistance projects which will be managed by DG ENV until 2017.

²⁴ Includes an estimate of €4.571.750 to finance the service contract for evaluation and monitoring.

<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
Publication of calls for proposals	<p>Published calls:</p> <ul style="list-style-type: none"> LIFE Environment and CLIMA action grants for traditional projects + integrated projects for CLIMA action. <p>Updated Guides for Applicants and Guides for Evaluation New Guide for Applicants and Guide for Evaluation for integrated projects under LIFE Climate Action</p> <ul style="list-style-type: none"> NGO framework partnership agreements and annual operating grants for 2016 (timing possibly aligned with action grants call)²⁵ <p>Updated Guide for Applicants and Guide for Evaluation</p>	3	May/June
Evaluation and contracting of proposals	<ul style="list-style-type: none"> Coordination with tenderer responsible for the Evaluation (MWH) Revision phase with proposers for ENV, CLIMA, NGOs and Capacity Building related to 2014 calls Grant agreements for NGOs related to the 2014 call Grant agreements related to the 2014 call for traditional projects (ENV and CLIMA) Evaluation and grant agreements related to the 2014 call for capacity building Evaluation of the 2015 call for traditional projects Evaluation of the 2015 call for CLIMA integrated projects 		Q3-Q4
Evaluation and contracting of tenders	Service contracts with the new monitoring tender NEEMO EEIG	2	01/01/2015-30/06/2015

²⁵ In 2015 the call for operating grants will include two steps: a first one for signing framework partnership agreements and a second one, limited to the selected framework partners, to award the 2016 annual operating grants.

			01/07/2015- end of the year
Monitoring of projects	<p>NEEMO will start monitoring 2014 projects from a technical, financial and administrative point of view.</p> <ul style="list-style-type: none"> • POs to follow projects via monitoring reports and, partly project reports • Coordination with NEEMO • POs will participate to kick-off meetings on multinational basis 	<p>~220 projects</p> <p>10</p>	Q3–Q4
Recommendations / Feedback to parent DGs	Organisation of Clustering	N.A.	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.
Optimization/simplification of evaluations and monitoring	<ul style="list-style-type: none"> • Discuss processes with tenders • Revise submission forms and templates and, corresponding the reporting guidelines 		<p>May</p> <p>September</p>

4.4. Implementation of parts of the European Maritime and Fisheries Fund (EMFF) – ABB activity 11.06

4.4.1 Policy context

The EMFF aims at achieving the objectives of the reformed CFP and of the IMP. It is based on these objectives, re-defined in terms of funding:

- promoting competitive, environmentally sustainable, economically viable and socially responsible fisheries and aquaculture;
- fostering the implementation of the CFP;
- promoting a balanced and inclusive territorial development of fisheries and aquaculture areas;
- fostering the development and implementation of the Union's IMP in a manner complementary to cohesion policy and to the CFP.

In 2015, EUR 76.3 million has been allocated to the Fund²⁶ for the implementation of actions under direct management.

4.4.2 Tasks entrusted to the Agency

The delegation to the Agency concerns the following tasks:

- Actions in the area of the Integrated maritime policy, in areas such as marine knowledge, maritime spatial planning, maritime surveillance and blue growth;
- Scientific advice and projects necessary for the development and the implementation of the Common Fisheries Policy;
- Support for purchase and/or chartering by Member States of shared means for fisheries control (Article 87 of the EMFF regulation).

ABB activity 11.06 (EMFF)			
Financial resources		Human resources	
	Administrative expenditure	Temporary agents	Contract agents
Title 1	1,233,214	7	15
Title 2	324,609		
Title 3	40,777		
Total	1,598,600	22 statutory staff	

²⁶ Commission Implementing Decision C(2014)9794 final of 18.12.2014 concerning the adoption of the work programme for 2015 and the financing for the implementation of the European Maritime and Fisheries Fund.

Specific objective:			
(1) Promote sustainable and competitive fisheries and aquaculture			
(2) Foster the development and implementation of the Union's Integrated Maritime Policy in a complementary manner to Cohesion policy and to the Common Fisheries Policy			
(3) Foster the implementation of the Common Fisheries Policy by stepping up the fight against IUU fishing, an effective Union fisheries control system and an adequate data collection framework			
(parent DG MARE)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones</i>
Promotion of the projects/programme	<i>See Communication Work Plan</i>		
	Information meetings with potential applicants for calls for proposals	Up to 4	Q2-Q4 depending on publication of calls
	Participation in European Maritime Day and other relevant conferences	p.m.	28-30 May
Preparation and publication of calls for proposals 2015 EMFF actions: <ul style="list-style-type: none"> • Maritime Spatial Planning projects • Common Information Sharing Environment implementation • Integrated Maritime Policy projects in Black Sea and Mediterranean • Thematic routes underwater cultural heritage 	Calls for proposals published	4	Q2 – Q4

<p>Preparation and invitation to apply for ad hoc grants 2015 EMFF actions:</p> <ul style="list-style-type: none"> • Monitoring the oceans • European Coast Guard Functions Forum • Mediterranean Coast Guard Functions Forum 	<p>Invitations to apply issued</p>	<p>3</p>	<p>Q2 – Q4</p>
<p>Preparation and publication of calls for tender 2015 EMFF actions:</p> <ul style="list-style-type: none"> • Ingestion and safe-keeping of marine data • Assistance mechanism Atlantic Action Plan • High resolution seabed mapping • Economic benefits of Marine Protected Areas • FWC for maritime surveillance and security expertise • Support the development of maritime strategy in Western Mediterranean • Effective mitigation measures to limit seabird bycatch in gillnet fisheries • Identification of areas and seasons with high discards and highgrading in N-E Atlantic • Tagging study on mortality sources of cod in Irish Sea 	<p>Calls for tender published</p>	<p>10-12</p>	<p>Q2-Q4</p>

<p>If contract renewal not possible:</p> <ul style="list-style-type: none"> • EMODnet secretariat • MSP implementation assistance mechanism 			
<p>Preparation and issuing of service requests in FWC - 2015 EMFF actions:</p> <ul style="list-style-type: none"> • Realising the potential of Outermost regions for Blue Growth • Functioning of maritime zones • Assessment of EU coast guard functions - intergovernmental cooperation • Integrated Maritime Surveillance communication strategy • Mobile app and WS for nautical tourism • Promote innovation in the blue economy of the Mediterranean and Black Sea • Importance of immigrant work in EU fisheries • Scientific advice for fisheries beyond EU waters (up to 6 service contracts) • Ex-post evaluation of Mediterranean Sea Regulation 	Service requests issued	12	Q2-Q4
<p>Evaluation and contracting of proposals for grants:</p> <ul style="list-style-type: none"> • 2014 EMFF actions • 2015 EMFF actions²⁷ 	<p>Evaluations finalised</p> <p>Grant agreements signed</p> <p>Evaluations launched</p> <p>Grant agreements signed</p>	<p>2</p> <p>13</p> <p>7</p> <p>3</p>	<p>By mid 2015</p> <p>By end 2015</p> <p>By end 2015</p>

²⁷ The number of 2015 grant agreements signed is in line with the priority planning provided by DG MARE.

Evaluation and contracting of tenders /service requests under FWC <ul style="list-style-type: none">• 2014 EMFF actions	Evaluations finalised	6	By mid 2015
	Contracts signed	20	By end 2015
<ul style="list-style-type: none">• 2015 EMFF actions²⁸	Evaluations launched	20	By end 2015
	Contracts signed	16	
Notification and monitoring of financial contribution: Joint chartering of patrol vessels under 2014 EMFF WP	Notifications issued	Max. 4	By mid 2015
	Quarterly reports evaluated	Max. 8	By end 2015
Monitoring of projects: <ul style="list-style-type: none">• Grants: 2014 EMFF WP actions <ul style="list-style-type: none">• Contracts: 2014 + 2015 EMFF WP actions	Respect of times to pay		
	Grants: kick-off meeting ²⁹ + desk monitoring	1 kick-off meeting per action + quarterly desk monitoring by phone	Throughout 2015
	Contracts: meetings ³⁰ + evaluation of reports	As per contract signed	Throughout 2015
Recommendations / Feedback to parent DGs ³¹	EMFF coordination meetings with DG MARE	Weekly	Throughout the year
	Progress meetings with MARE policy units	Quarterly + depending on action's progress/needs	Throughout the year
	Results of supported actions	Depending on actions' progress	2 nd semester

²⁸ The number of 2015 contracts signed is in line with the priority planning provided by DG MARE.

²⁹ Including missions where necessary.

³⁰ Including missions where necessary.

³¹ A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

Note:

The planning for outputs and deadlines/milestones takes account of the delay in preparation, handover and implementation of the 2014 EMFF actions³², deferring the implementation of the delegated actions as compared to the schedule set out in the 2015 EMFF work programme to be adopted by the Commission.

Priorities and planning for the implementation of 2015 EMFF WP actions will be defined in consultation with DG MARE.

³² Out of a total of 18 delegated actions under the 2014 EMFF WP, the handover of 6 actions took place in December 2014 and of 4 actions in January 2015.

4.5. Implementation of parts of the Intelligent Energy Europe Programme (IEE) and the Entrepreneurship and Innovation Programme (EIP) 2007-2013 (legacy)

4.5.1 Intelligent Energy Europe Programme

The IEE Programme supports the European Union's energy policy and its ambitious "20-20-20" commitment: i.e. reducing greenhouse gas emissions by 20%, increasing the share of renewables in energy consumption to 20%, and reducing energy use by 20%, all by 2020.

The Agency is entrusted with the legacy management of the IEE II programme.

IEE-legacy				
Financial resources			Human resources	
	Administrative expenditure (EFTA included)	EFTA	Temporary agents	Contract agents
Title 1	2,367,436	67,615	8	29
Title 2	542,982	15,508		
Title 3	157,477	4,498		
Total	3,067,894	87,620	37 statutory staff	

Specific objective:			
To support and ensure the achievement of the EU energy efficiency target for 2020 – through policy measures promoting energy efficiency particularly in the energy, residential and services sectors and industry and outline priorities for 2030			
(parent DG ENER)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones/comments</i>
Follow-up of IEE tenders	Timely and good quality deliverables and services	6	Six tenders: Managenergy; clean vehicle portal; energy-efficient products facility; ELTIS; evaluation of local energy leadership projects; Build Up
Follow-up of Concerted Actions	Participation to all meetings with Member States	6 meetings (2 per action)	Throughout the year
Monitoring of IEE projects	Participation to project meetings	70	Throughout the year
	Timely assessment and payment of interim and final project reports	About 300 projects	In less than 45 days after the reception of the reports
Promotion of projects results in view of their replication	Presentations and workshops/meetings		Throughout the year
Recommendations / Feedback to parent DGs	Selection of project results transmitted to Commission		A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

4.5.2 *Eco-innovation first application and market replication projects*

One of the key objectives of the EIP is to support eco-innovation. Eco-innovation projects focus on cleaner production, environmental management and new products and services to make sustainable development become a business reality.

The Agency is entrusted with the legacy management of the eco-innovation scheme.

Eco-innovation legacy				
Financial resources			Human resources	
	Administrative expenditure (EFTA included)	EFTA	Temporary agents	Contract agents
Title 1	1,183,718	33,807	5	13
Title 2	271,491	7,754		
Title 3	78,738	2,249		
Total	1,533,947	43,810	18 statutory staff	

Specific objective:			
To turn the EU into a resource-efficient, green and competitive economy (parent DG ENV)			
Contribution of the Agency to the achievement of the above objective:			
<i>Key actions</i>	<i>Outputs</i>	<i>Number / %</i>	<i>Deadlines / milestones/comments</i>
Monitoring of projects	Kick-off, progress and final meetings attended	60-70	Throughout the year
	Project reports assessed: Interim and final reports reviewed and paid Progress reports reviewed and feedback given to the coordinator	141	Throughout the year (timely and within target)
Recommendations / Feedback to parent DGs	Results study 'Analysing and reporting on results achieved by CIP Eco-innovation market replication projects' transmitted to Commission	1 final report, 1 infograph	First results in May; draft final report in November; final conference in December
	Project results / impacts transmitted to Commission through policy feedback and success stories	5-10 key success stories	A dedicated paper on the content, workflow and frequency of policy feedback will be developed in Q1-Q2.

PART 5. HORIZONTAL ACTIVITIES

5.1. Management of the Agency

This heading includes functions that are necessary for running the Agency and which are indirectly linked to the tasks for which the Agency is responsible: human resources management, financial management, ICT management, document management and internal control and risk management.

The following table presents the contribution (in terms of financial and human resources) from the delegated programmes to these horizontal functions.

ABB activity Management of the Agency								
Financial resources					Human resources			
	Administrative expenditure (in EUR)					Temporary agents	Contract agents	Total
	Title 1	Title 2	Title 3	Total				
COSME (EFTA included)	1,230,475	286,246	115,419	1,632,140	COSME	5	14	19
COSME EFTA	984	229	92	1,305				
LIFE	135,754	30,985	40,681	207,420	LIFE	0	2	2
H2020 (EFTA included)	2,457,501	563,639	163,467	3,184,607	H2020	9	29	38
H2020 EFTA	70,187	16,097	4,668	90,953				
EMFF	308,304	81,152	10,194	399,650	EMFF	1	4	5
CIP-legacy (EFTA included)	887,788	203,618	59,054	1,150,460	CIP-legacy	4	10	14
CIP-legacy EFTA	25,356	5,815	1,687	32,858				
Total EFTA included	5,019,822	1,165,640	388,815	6,574,277	Total	19	60	78

As for H2020, a further split between the programme parts is presented in the table below.

ABB activity Management of the Agency: H2020 contribution								
Financial resources					Human resources			
	Administrative expenditure (in EUR)					Temporary agents	Contract agents	Total
	Title 1	Title 2	Title 3	Total				
SME-instr. (EFTA included)	1,286,650	295,099	85,585	1,667,334	SME-instr.	5	15	20
SME-instr. EFTA	36,747	8,428	2,444	47,620				
FTI (EFTA included)	77,199	17,706	5,135	100,040	FTI	0	1	1
FTI EFTA	2,205	506	147	2,857				
Innov in SMEs (EFTA included)	102,932	23,608	6,847	133,387	Innov in SMEs	1	1	2
Innov in SMEs EFTA	2,940	674	196	3,810				
SC 3 (EFTA included)	321,662	73,775	21,396	416,833	SC 3	1	4	5
SC3 EFTA	9,187	2,107	611	11,905				
SC 5 (EFTA included)	669,058	153,451	44,504	867,013	SC 5	2	8	10
SC5 EFTA	19,109	4,383	1,271	24,762				
Total	2,457,501	563,639	163,467	3,184,607	Total	9	29	38

5.1.1 Human resources management

The 2015 administrative budget of EASME provides an establishment plan for a total of 395 posts paid under the EUR-28 budget: 97 temporary agents, of which 33 are filled by seconded Commission officials, and 298 contract staff. The Agency's 2015 staffing plan is presented in the table below:

2015 staffing (foreseen by end of year)				
Units/ Departments (1)	Temporary agents		Contract agents (4)	TOTAL (5)
	Seconded officials (2)	Other temporary agents (3)		
A0	1	-	1	2
A1	4	9	50	63
A2	7	5	51,5	63,5
A3	3 ³³	2	11	16
Dep. A	15	16	113,5	144,5
B0	1	-	1	2
B1	3	6	33,5	42,5
B2	5	5	21	31
B3	1	6	18	25
Dep. B	10	17	73,5	100,5
C0	1	7	8	16
C1	5	13	72	90
C2	1	8	31	40
Dep. C	7	28	111	146
DIR	1	3	-	4
TOTAL	33	64	298	395

³³ Although originally foreseen in the EASME Financial Statement, no increase in the number of seconded officials in A3 is deemed necessary in 2015.

Key challenges for HR in 2015 will be recruitment of staff; integration of the newcomers and effective staff administration, roll out of the new staff evaluation system and staff promotions/reclassification exercise, participation in building the new identity of the agency with common culture and values.

HR will also play an important role in the revision of the organisational structure, its effectiveness and possible restructuring by the end of 2015 (planning for 2016).

In view of the challenges mentioned above, the HR will focus in 2015 on the following areas:

- Address recruitment needs of the agency in accordance with the staffing plan – 40% of new staff to be recruited. Identify the profiles in which new reserve lists shall be established and conduct recruitment procedures;
- Put in place effective structure providing staff with adequate support and information regarding their career and contract administration, rights and obligations incl. pecuniary matters;
- Focus on the integration of the new staff, fostering the team spirit, common culture and values collaboration and respect. Continue the roll out of newcomers welcome programme started in 2014, develop and conduct events/workshops, in coordination with the internal communication team when needed, aimed at awareness raising and skill development among staff fostering common values and culture;
- Meet specific skills development needs by organising targeted trainings and workshops. Develop and put in place talent management strategy in view of effective organisational development;
- Put in place new system of staff evaluation and promotions/reclassifications through the new tool in Sysper.

Specific objective: effective HR services to promote a high-performing, balanced and stimulating working environment for all staff in the Agency	
Indicator: Percentage of posts filled by the end of 2015 (source of data: EASME.C2)	
Baseline (2014)	Target (2015)

283 posts in place by the end of the year (= 97% of the target)	95% of posts authorised for the year to be in place by the end of the year (= 292 posts)
Indicator: Percentage of Newcomers satisfied with their integration in the Agency (Source of data: survey, EASME.C2)	
Baseline (2014)	Target (2015)
54% ³⁴	At least 80% are 'satisfied' or 'very satisfied'
Indicator: Percentage of staff satisfied with their job (Source of data: Agency's annual staff satisfaction survey, EASME.C2)	
Baseline (2013)	Target (2015)
87% are 'satisfied' or 'very satisfied' in job content and tasks in general	At least 85% are 'satisfied' or 'very satisfied'

5.1.2 Financial management

Administrative budget

The Agency's administrative budget for 2015 was approved by the Steering Committee on 7 January 2015.³⁵ It amounts to EUR **37,443,138** in total and consists of the following budget lines:

- 08.010603 - Executive Agency for Small and Medium-sized Enterprises — Contribution from Horizon 2020
- 02.010601 – Executive Agency for Small and Medium-sized Enterprises — Contribution from Competitiveness of Enterprises and small and medium-sized enterprises (COSME)
- 07.010601 – Executive Agency for Small and Medium-sized Enterprises — Contribution from LIFE
- 11.010601 - Executive Agency for Small- and Medium-sized Enterprises — Contribution from European Maritime and Fisheries Fund (EMMF)

The administrative budget, including the contribution from the delegated programmes to the Agency's subsidy, is shown in the table below:

³⁴ In addition, 40% of newcomers rate their integration as 'good'.

³⁵ An amended administrative budget may be necessary further to the decision on how the 'Juncker package' will be implemented.

2015 administrative budget (in EUR)					
	COSME	LIFE	H2020	EMFF	TOTAL
Title 1 (staff expenditure) ³⁶	6,145,851	678,768	16,107,394	1,541,518	24,473,531
Title 2 (Infrastructure and operating expenditure)	1,431,229	154,927	3,836,284	405,761	5,828,200
Title 3 (Operational expenditure)	577,097	4,775,155	1,112,606	50,971	6,515,829
SUBSIDY	8,154,177	5,608,850	21,056,283	1,998,250	36,817,560
<i>EFTA contribution</i>	6,523	p.m.	619,055	p.m.	625,578
<i>AELE contribution</i>	p.m.	p.m.	p.m.	p.m.	p.m.
REVENUE	8,160,700	5,608,850	21,675,338	1,998,250	37,443,138
<i>of which Communication and linguistic services (*)</i>	5,119	70,147	504,315	6,248	585,829

(*)Operational communication costs for COSME, financed by operational budget.

Breakdown of cost per DG³⁷

PROGRAMME	DG	AMOUNT
COSME	GROW	8.154.177
LIFE	CLIMA	4.827.000
	ENV	781.850
<i>subtotal</i>		5.608.850
	EMFF	
	MARE	1.998.250
H2020	GROW	2.248.959

³⁶ For Titles 1, 2 and 3, the figures represent the EU contribution without EFTA. EFTA contribution is presented separately.

³⁷ The breakdown of costs per DG was based on the data provided by the parent DG's

	AGRI	89.107
	MOVE	291.714
	RTD	9.936.256
	CONNECT	1.866.325
	ENER	6.623.923
<i>subtotal</i>		21.056.283
TOTAL		36.817.560

Operational budget

The following table gives an overview of the commitment and payment appropriations on the budget lines managed by the Agency in 2015:

BUDGET LINES MANAGED BY EASME - 2015 Budget		WP 2015 Revised March					
		Total Commitment appropriations (in EUR)	C1 requested	EFTA	Total Payment appropriations (in EUR)	C1 requested	EFTA
Horizon 2020 – Framework Programme for Research and Innovation							
02 04 02 01	Leadership in space - SILC II	11.745.000,00	11.745.000,00	0,00	6.134.400,00	6.134.400,00	0,00
02 04 02 03	Increasing innovation in small and medium sized enterprises (SMEs) - Innovation in SME	34.105.989,00	33.103.273,00	1.002.716,00	17.650.787,00	17.650.787,00	0,00
02 04 03 01	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	75.492.920,00	73.320.135,00	2.172.785,00	29.000.000,00	29.000.000,00	0,00
02 04 03 02	Fostering inclusive, innovative and secure European societies	10.325.000,00	10.325.000,00	0,00	5.095.000,00	5.095.000,00	0,00
02 04 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014 to	p.m.	p.m.	0,00	p.m.	p.m.	0,00

	2020)						
05 09 03 01	Securing sufficient supplies of safe and high quality food and other bio-based products	11.860.000,00	11.860.000,00	0,00	2.283.000,00	2.283.000,00	0,00
05 09 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014 to 2020)	p.m.	p.m.	0,00	p.m.	p.m.	0,00
06 03 03 01	Achieving a resource-efficient, environmentally-friendly, safe and seamless European transport system	15.845.000,00	15.845.000,00	0,00	7.923.305,00	7.766.505,00	156.800,00
06 03 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014 to 2020)	p.m.	p.m.	0,00	p.m.	p.m.	0,00

08 02 02 01	Leadership in nanotechnologies, advanced materials, biotechnology and advanced manufacturing and processing SILC II	35.263.260,00	35.263.260,00	0,00	24.031.403,00	24.031.403,00	0,00
08 02 03 01	Improving lifelong health and wellbeing	57.996.159,00	57.996.159,00	0,00	40.867.822,00	40.867.822,00	0,00
08 02 03 02	Improving food security, developing sustainable agriculture, marine and maritime research and the bio-economy	18.496.211,00	18.496.211,00	0,00	39.660.475,00	39.660.475,00	0,00
08 02 03 03	Making the transition to a reliable, sustainable and competitive energy system	22.863.116,00	22.863.116,00	0,00	11.706.192,00	11.706.192,00	0,00
08 02 03 04	Achieving a European transport system that is resource-efficient, environmentally friendly, safe and seamless	36.971.000,00	36.971.000,00	0,00	17.938.211,00	17.938.211,00	0,00
08 02 03 05	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	242.757.260,00	242.757.260,00	0,00	97.443.012,00	97.443.012,00	0,00
08 02 03 06	Fostering inclusive, innovative and secure European societies	12.871.575,00	12.871.575,00	0,00	2.653.002,00	2.653.002,00	0,00

08 02 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014 to 2020)	12.256.343,00	12.256.343,00	0,00	12.256.343,00	12.256.343,00	0,00
09 04 02 01	Leadership in information and communications technology (ODI)	60.850.000,00	60.850.000,00	0,00	31.988.160,00	31.988.160,00	0,00
09 04 03 01	Improving lifelong health and wellbeing	2.600.000,00	2.600.000,00	0,00	346.667,00	0,00	346.667,00
09 04 03 02	Fostering inclusive, innovative and secure European societies	4.800.000,00	4.800.000,00	0,00	990.667,00	990.667,00	0,00
09 04 03 03	Fostering secure Europe societies	975.000,00	975.000,00	0,00	130.000,00	130.000,00	0,00
32 04 03 01	Making the transition to a reliable, sustainable and competitive energy system	134.012.700,00	130.253.909,00	3.758.791,00	68.500.000,00	66.300.279,00	2.199.721,00
32 04 50 01	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (2014-2020)	2.638.977,00	2.638.977,00	0,00	2.638.977,00	2.638.977,00	0,00
Subtotal		804.725.510,00	797.791.218,00	6.934.292,00	419.237.423,00	416.534.235,00	2.703.188,00

Programme for the Competitiveness of Enterprises and SMEs – (COSME)							
02 02 01	Promoting entrepreneurship and improving the competitiveness and access to markets of Union enterprises	101.778.000,00	101.778.000,00	0,00	72.183.633,00	72.183.633,00	0,00
02 02 02	Improving access to finance for small and middle-sized enterprises (SMEs) in the form of equity and debt	605.000,00	605.000,00	0,00	605.000,00	605.000,00	0,00
Subtotal		102.383.000,00	102.383.000,00	0,00	72.788.633,00	72.788.633,00	0,00
Programme for the Environment and Climate Action (LIFE)							
07 02 01	Contributing to a greener and more resource efficient economy and to the development and implementation of Union environmental policy and legislation	72.000.000,00	72.000.000,00	0,00	18.027.520,00	18.027.520,00	0,00
07 02 02	Halting and reversing the biodiversity loss	93.500.000,00	93.500.000,00	0,00	25.366.800,00	25.366.800,00	0,00
07 02 03	Supporting better environmental governance and information at all levels	25.641.337,00	25.641.337,00	0,00	10.003.447,00	10.003.447,00	0,00

34 02 01	Reducing of Union greenhouse gas emissions	22.000.000,00	22.000.000,00	0,00	6.321.600,00	6.321.600,00	0,00
34 02 02	Increasing resilience of the Union to climate change	28.670.000,00	28.670.000,00	0,00	6.321.600,00	6.321.600,00	0,00
34 02 03	Better climate governance and information at all levels	8.000.000,00	8.000.000,00	0,00	2.653.000,00	2.653.000,00	0,00
Subtotal		249.811.337,00	249.811.337,00	0,00	68.693.967,00	68.693.967,00	0,00
The European Maritime and Fisheries Fund (EMFF)							
11 06 61	Fostering the development and implementation of the Union's Integrated Maritime Policy (IMP)	27.564.000,00	27.564.000,00	0,00	10.798.000,00	10.798.000,00	0,00
11 06 62 01	Scientific Advice and knowledge	2.400.000,00	2.400.000,00	0,00	1.500.000,00	1.500.000,00	0,00
11 06 62 02	Control and enforcement	10.520.000,00	10.520.000,00	0,00	p.m.	p.m.	0,00
Subtotal		40.484.000,00	40.484.000,00	0,00	12.298.000,00	12.298.000,00	0,00
Legacy							
02 02 51	Completion of former activities in the competitiveness and entrepreneurship domain	p.m.	p.m.	0,00	24.830.921,00	24.830.921,00	0,00

02 04 53	Completion of Competitiveness and Innovation Framework Programme — Innovation Part (2007-2013)	p.m.	p.m.	0,00	16.700.000,00	16.700.000,00	0,00
32 04 50 02	Appropriations accruing from contributions from (non-European Economic Area) third parties to research and technological development (prior to 2014)	p.m.	p.m.	0,00	p.m.	p.m.	0,00
32 04 53	Completion of the 'Intelligent Energy — Europe' programme (2007 to 2013)	p.m.	p.m.		62.000.000,00	62.000.000,00	0,00
32 04 54	Completion of the 'Intelligent energy — Europe' programme (2003 to 2006)	p.m.	p.m.	0,00	0,00	p.m.	0,00
Subtotal		p.m.	p.m.		103.530.921,00	103.530.921,00	0,00
Total		1.197.403.847,00	1.190.469.555,00	6.934.292,00	676.548.944,00	673.845.756,00	2.703.188,00

Specific objective: the resources of the Agency are managed according to the principle of sound financial management and its underlying transactions are legal and regular.																					
Indicator: time to pay (source of data: EASME.C1)																					
Baseline (2014)	Target (2015)																				
98 % of payments within legal deadlines	100% of payments within legal deadlines																				
<table border="1"> <thead> <tr> <th>Legal deadline</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>30 days</td> <td>98%</td> </tr> <tr> <td>45 days</td> <td>93%</td> </tr> <tr> <td>60 days</td> <td>100%</td> </tr> <tr> <td>90 days</td> <td>98%</td> </tr> </tbody> </table>	Legal deadline	Result	30 days	98%	45 days	93%	60 days	100%	90 days	98%	<table border="1"> <thead> <tr> <th>Legal deadline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>30 days</td> <td>100%</td> </tr> <tr> <td>45 days</td> <td>100%</td> </tr> <tr> <td>60 days</td> <td>100%</td> </tr> <tr> <td>90 days</td> <td>100%</td> </tr> </tbody> </table>	Legal deadline	Target	30 days	100%	45 days	100%	60 days	100%	90 days	100%
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average number of days to pay: 14 days 24 days 20 days 56 days	average number of days to pay (legal deadlines): 30 days 45 days 60 days 90 days																				
Indicator: % of budget execution (commitments and payments) with respect to budget appropriations (source of data: EASME.C1)																					
Baseline (2014)	Target (2015)																				
operational budget: 99.98% (commitments) and 99.98% (payments)	operational budget: 100% (commitments and payments)																				
operating budget: 91% (commitments) and 76% (payments)	operating budget: 100% (commitments and payments)																				
Indicator: residual error rate in financial transactions (source of data: EASME.C1)																					
Baseline (2014)	Target (2015)																				
IEE II: 1.9%, Eco-inno: 1.0%, EEN: 1.8%	less than 2% of the total budget per programme																				

5.1.3 *Management of information and communication technologies (ICT)*

The Agency needs high quality IT tools to implement the new programmes efficiently. For this, the Agency mainly relies on IT systems developed by the Commission and the parent DGs.

The research IT tools are already used by the Agency for H2020 and COSME, in particular the module SyGMa / Compass for grant management. Certain activities still require further customisation (SME Instrument, Enterprise Europe Network).

As regards the LIFE programme, the Agency started in 2014 with the IT tools available in DG ENV-CLIMA. Initially planned for 2014, a gap analysis and cost-benefit study are planned to be performed by DIGIT in 2015, in order to evaluate the possibility to use H2020 IT tools for LIFE in the future. In addition the current LIFE IT tools provided by DG ENV and DG CLIMA need to be improved, in particular in view of aligning the business processes to those existing in H2020. This will help a possible future migration or at least the integration of IT systems.

EASME has started to implement EMFF programme in 2014, without any specific IT system. Given its particular setup and the limited number of calls of this programme, there might be no benefit to use corporate tools or other customised solutions.

The CIP-legacy programme will be managed with the existing generation of IT tools which will be maintained and improved by the current IT suppliers.

The main in-house development is for Enterprise Europe Network (EEN), part of the COSME programme: the specific tool called "Merlin" is used by the members of EEN to operate their day to day activities, by SMEs and by Agency staff. Merlin support and development teams have a total of 14 consultants. The last modules of the Merlin initial project scope have been delivered in the first quarter of 2014. A number of improvements have been developed since, in particular an interface with different H2020 IT tools (PDM and SyGMa) to be used as of January 2015. In 2015 the objective is to analyse the needs for major changes in Merlin with Network partners, in addition to the day-to-day maintenance and small projects.

EASME also has an internal development team for a specific COSME activity, ie. "Your Europe Business" with 4 consultants under the direct supervision of A1. As for the EASME intranet, it is developed internally with the support of one consultant managed by the Communication sector.

Regarding infrastructure and support, the Agency relies mainly on the Commission and has some internal servers for specific needs. For EEN Merlin EASME provides a local infrastructure for the development and testing while DG GROW hosts the acceptance, production and training

servers. In 2015, the Merlin local infrastructure should be improved to match DIGIT requirements and be prepared for future evolution.

EASME also has local servers for the Agency intranet and small customized applications. These servers have been changed in 2014 and their installation finalised at the end of 2014. No major change is expected in 2015.

For all other user IT support and IT infrastructure, the Agency relies on DG DIGIT. Most is provided via the ITIC services. DIGIT also provides hosting for web sites (Agency public site, web sites under operational calls) in the data centre. In the course of 2015 a new hosting solution called "cloud services" will be available for the first time, via a new framework contract. Potentially this could be used or at least tested in 2015.

Finally, EASME receives specific services from other DGs, usually via an agreement in the form of a MoU or an SLA: reporting data from DG HR, a tool to manage public transport reimbursement from DG DIGIT, etc.

Specific objective: Effective and high-quality Information and Communication Technology (ICT) infrastructures, tools and services are defined and maintained, so that the Agency's staff is adequately supported in their operations	
Indicator: User satisfaction IT tools and service (source of data: survey, EASME.C2.3)	
Baseline (2013) ³⁸ 33%	Target (2015) 60%
Indicator: Availability servers at EASME (source of data: EASME C2.3)	
Baseline (2014) 97% availability	Target (2015) 97% availability ³⁹
Specific objective: The Enterprise Europe Network (EEN) IT platform "Merlin" is available, maintained and developed to offer a satisfactory service to all users (EEN partners, SMEs, Agency and general public) and with appropriate support. The platform is adapted to the new Network (2015-2020) and evolves with the needs of the Network in an effective way.	
Indicator: Availability Merlin production servers (source of data: EASME C2.3, DG GROW R3)	
Baseline (2014) 98% availability 3 releases deployed in more than 2 hours (one took 23 hours) 19 patches (unplanned corrective releases) 11 unplanned outage (short duration)	Target (2015) 98% availability Releases deployed in less than 2 hours Less than 10 patches No unplanned outages Recover any unplanned outage within 2 hours
Indicator: Time to implement requests for changes, fixes and improvements of the Merlin platform	

³⁸ Results are taken from the 2013 staff survey (no survey available for 2014).

³⁹ To cover the potential need for a maintenance interruption.

(source of data: EASME C2.3)	
Baseline (2014) N/A	Target (2015) Accepted requests are scheduled within one month 30% of accepted requests are implemented in less than 3 months
Indicator: Time to handle requests for support from users (source of data: survey, EASME.C.2.3)	
Baseline (2014) 75% support tickets resolved in less than 20 days	Target (2015) 75% of support requests are resolved within 15 days

5.1.4 Logistics

<p>Specific objective: effective office environment with sufficient space available for newcomers and good working conditions meeting the recommendations of OIB</p> <p>Detailed objectives for 2015:</p> <ul style="list-style-type: none"> • A long-term solution (from 2016 onwards) for EASME office space is defined before end of Q3 2015, and appropriate plans are made to transition before end 2015; • The building capacity is sufficient to cover the staff increase of the recruitment plan <ul style="list-style-type: none"> ○ The capacity in current floors (3rd, 10th, 11th and 12th) has been increased before end Q1 2015 (mainly for 10th and 11th) ○ OIB provides additional space • Furniture and equipment arrive in advance and all needs are met. In particular furniture is adapted to shared offices / open space; • Staff receives efficient service via the contact EASME-Logistics; • Processes and procedures for IT & Logistics are documented, together with the general knowledge base of IT & Logistics team 	
Indicator: Availability of sufficient space (source of data: C2.3 and C.2.1)	
Baseline (2014) All staff in standard OIB conditions	Target (2015) All staff in standard OIB conditions
Indicator: Sufficient furniture (source of data: C2.3)	
Baseline (2014) 90% (main issue: chairs)	Target (2015) 100%
Indicator: Time to respond to queries to EASME Logistics (source of data: C2.3)	
Baseline (2014) N/A	Target (2015) 80% of queries are answered in less than 3 days

5.1.5 Document management

Specific objective: Effective document management system to ensure that any document connected with the DG's official functions can be electronically registered, filed and retrieved	
Indicator: Percentage of unfiled documents (source of data: ARES / C.2.3)	
Baseline (2014)	Target (2015)
15%	8%

5.1.6 Internal control and risk management

Specific objective: an effective, reliable and cost-efficient internal control system to ensure that 1) reasonable assurance can be given that resources assigned are used according to the principles of sound financial management, 2) risk of errors in operations is minimised and 3) the control procedures put in place give the necessary guarantees concerning the legality and the regularity of the underlying transactions.	
Indicator: Effectiveness of the prioritised Internal Control Standards and requirements (source of data: management self-assessment survey, EASME.C02)	
Baseline (2014)	Target (2015)
74% of prioritised standards assessed as effective	100%
Indicator: Percentage of staff trained on internal control (source of data: EASME.C2)	
Baseline (2014)	Target (2015)
<i>N.A. (first time measured in 2015)</i>	70 % of staff nominated to take part in the iCAT
Indicator: Number of critical / very important accepted audit recommendations (made by ECA and IAS) overdue for more than six months (source of data: EASME.C02)	
Baseline (2014)	Target (2015)
0	0
Indicator: Degree of implementation of mitigating measures for critical risks (source of data: EASME.C02)	

Baseline (2014)	Target (2015)
100%	100%
Specific objective: minimisation of the level of fraud through application of effective anti-fraud measures based on the Agency's anti-fraud strategy (AFS), aimed at the prevention, detection and reparation of fraud, and their integration in all activities of the Agency.	
indicator: percentage of staff trained on anti-fraud (source: internal monitoring, EASME.C2)	
Baseline (2014)	Target (2015)
74 % of new staff (project advisers and financial officers)	80% of staff (project advisers and financial officers)
Indicator: the anti-fraud strategy of the Agency is up-to date (source: internal monitoring, EASME.C02)	
Baseline (2014)	Target (2015)
Anti-Fraud strategy in place	An updated Anti-Fraud strategy, including for Horizon 2020 (research family)
An anti-fraud committee was set up to examine potential cases of irregularities that should be transmitted to OLAF	Anti-fraud committee will meet a min. of 4 times and will issue reports on potential cases to be communicated to OLAF
Indicator: regular monitoring of the implementation of the anti-fraud strategy and reporting on its result to management (source: internal monitoring, EASME.C02)	
Baseline (2014)	Target (2015)
<i>N.A. (first time measured in 2015)</i>	Twice a year

5.2. Specific efforts to improve economy and efficiency of financial and non – financial activities

The following two examples – initiatives the Agency plans to undertake in 2015 to improve the efficiency and economy of its operations – illustrate that the Agency is continuously trying to improve its functioning further:

1. In 2014, the Agency's IAC conducted an internal audit on missions. The recommendations of the IAC include a number of cost-saving initiatives as regards missions. The aim is to reduce the overall cost of missions through measures like simplification/rationalisation of the approval flow and promotion of alternative means for missions.

On the basis of the audit's recommendations, the Agency will take concrete measures in 2015 to improve economy and efficiency of the missions process.

2. The Agency will perform in 2015 a thorough screening of its business processes and select business processes most subject to improvement. These processes will be analysed and redesigned, aiming at a much more efficient workflow.

ANNEX 1. CRITICAL AND CROSSCUTTING RISKS

No critical and/or cross-cutting risks identified. .

ANNEX 2. PRIORITISED INTERNAL CONTROL STANDARDS FOR EFFECTIVE MANAGEMENT

The standards EASME wishes to prioritise are listed in the following table:

<i>Priority Control Issues</i>			<i>(4) Summarise the relevant requirements and/or effectiveness criteria</i>	<i>(5) Control issues and planned measures to improve or develop controls</i>
<i>(1) Prioritised in AWP 2014</i>	<i>(2) Effectively implemented</i>	<i>(3) Internal Control Standards</i>		
Y	Y	ICS 3 Staff Allocation and Mobility	<ul style="list-style-type: none"> Do management have sufficient and relevant information about priorities and staff workloads as well as required and available skills The job descriptions should be updated 	<ul style="list-style-type: none"> There is a need to enhance priority setting Agency should re-assess workflow levels in order to determine more acceptable workload (question of understaffing) The job descriptions should be updated
Y	N	ICS 7 Operational Structure	<ul style="list-style-type: none"> Agency's sensitive functions are identified through risk assessments. They are recorded and kept up to date 	<ul style="list-style-type: none"> There is a need for an updated sensitive functions analysis and the list of sensitive functions needs to be updated Risk assessment has been done to cover new mandate however, new update needs to be carried out to include new Heads of department and Heads of Unit New organisation structure to be evaluated to see how staff should be organised, who does what (levels' of responsibility, related authority) and how to improve the operations
Y	N	ICS 8 Processes and Procedures	<ul style="list-style-type: none"> Agency's main processes and procedures are adequately documented, particularly those associated with critical risks 	<ul style="list-style-type: none"> Agency should focus on updating the Manual of procedures, by improving and simplifying them. It should also include procedures of the new programmes and those e.g. in wiki, vademecum Intranet should be easier to navigate in order to find all documents and guidelines/templates and forms in a more user-friendly manner Management and staff should be informed and communicated about the exceptions and non-compliance events (how, lessons' learnt, how it is used to improve controls etc.)

ANNEX 3. COMMUNICATION WORK PLAN

The current Communication Work Plan sets out the communication strategy and activities of the Executive Agency for Small and Medium-sized Enterprises (EASME) in 2015.

As a general principle, communication activities in the EASME are carried out by two dedicated communication teams, comprising experts in the field. This ensures excellence, value for money and the ability to maximise results across the programmes.

Guiding principles

The Communication plan and activities are based on a set of principles that remain unchanged from 2014:

- **audience-driven**

The communication arena is a competitive marketplace. Public attention is difficult to get. We must *put the audience* first if we want to ensure our target groups immediately see *what's in it for them* and follow our *call to action*.

- **focused and targeted**

The scope of our communications is clearly defined in our Agency remit. We communicate about the programmes, networks and initiatives that are managed by the Agency. Communicating EU policy is the prerogative of the Commission.

- **recognisable and memorable**

Making our communication products recognisable means respecting the elements and rules defined in graphical charters and style guides. Making them memorable is about crafting compelling images, messages, and stories.

- **clear and simple**

However complex the issue at hand, it can be boiled down to a key message. To get our message across, we use a plain and understandable language (no jargon or acronyms), leverage the power of visual, online and interactive communication tools to overcome inter-cultural barriers and reduce translation costs.

- **consistent and complementary to parent-DGs' communications**

Our communications should not duplicate work undertaken by the parent-DGs and other Commission services, but create synergy and added value. A good coordination of the internal and external communication within the Agency – and between the Agency and the Commission – is essential to the success of our joint efforts.

Main priorities of the communication activities

In carrying out our communication activities we will focus on the following priorities:

- **Digital media**

We use digital media by default. Our audiences' habits have changed and more and more activities are carried out online.

The ongoing rationalisation exercise includes the objective to reduce the number of publications by at least a quarter.

Our social media strategy per programme will include communicating through Twitter, and projecting stories and information on the Agency's website as well as the relevant programme websites.

Our electronic newsletters are a powerful way to reach stakeholders and interested parties. With more than 30.000 subscribers we will continue to make good use of this channel to communicate successfully.

The use of digital channels is very useful in our objective to build communities and encourage stakeholder engagement.

- **Stakeholder engagement**

All our activities focus on stakeholder communication. We do not interfere in policy communication which is the realm of our parent DGs. We will support their communication objectives in providing concrete examples and success stories that provide evidence for their policy objectives.

Our stakeholders are powerful multipliers of our messages. They can help us reach a wider audience and adapt the message to specific local and topical requirements. Stakeholders are usually also very trusted in their communities. In our communication approach we will enable project coordinators to carry our consistent communication activities.

- **Media and other multipliers**

As a key multiplier, media can help increase the awareness of EASME-managed funding schemes, networks and initiatives, their results and achievements on the ground.

General media enquiries and relations are by default managed by parent DGs. EASME will solely focus on key sector publications (public affairs, business, technology, environment, etc) and closely liaise with the relevant parent DGs.

- **Synergy between legacy and new programmes**

In 2015, the legacy programmes continue to exist while new programmes are launched. Our communication task aims to create synergies in exploiting information about legacy programmes that can be of use in preparing for the new programmes. The success

stories of legacy programmes should therefore continue to be promoted. All our communication activities in this respect will follow an integrated approach.

The same accounts for programmes that cover similar areas but are managed in different Agencies. Coordination between the communication teams of those Agencies will ensure that all messages to stakeholders are consistent and complementary.

- **Synergies with the Enterprise Europe Network**

The Enterprise Europe Network is a key channel for communicating to SMEs. We will ensure that communication about the Agency's programmes to and through the Network is managed to ensure maximum impact. The COSME communication team will play a coordinating role.

- **Measuring impact**

We will measure the impact of our communication activities to be accountable and make sure we reach our objectives in the most efficient and effective manners.

As part of this exercise we will continue to support the rationalisation efforts of the Commission. We will be part of the web rationalisation exercise and will look for synergies whenever possible to make best use of our resources and achieve the highest impact. Producing fewer paper products and making good use of existing stock through targeted distribution will also contribute to the return on investment.

The table below provides the actions to be taken under each programme. It takes into account the communication objectives, audiences, messages, desired impact and resources.

1. H2020, LIFE, EMFF & EASME COMMUNICATION

Objectives	Actions	Output indicators	
		Baseline	Target
Promote the following programmes and results to the relevant stakeholders and make sure they are aware about funding opportunities and programme details: H2020 SME	Digital communication (social media, website, e-newsletters)	Digital outreach: 120.950 (Q3/2014)	Digital outreach ⁴⁰ : 150.000
	Promotional items (infographics, posters, roll-ups, etc.)	n/a	n/a
	Event Management (info days, project coordinator)	Satisfaction rate:	Satisfaction rate:

⁴⁰ EASME uses a communication evaluation methodology which uses the analytics and data in various channels (website analytics, social media impact and engagement, e-newsletter subscribers, ...) to create a clearer picture of the reach and impact of communication activities, rather than the output.

INSTRUMENT	trainings)	tbc	80%
H2020 ENERGY EFFICIENCY	Stakeholder analysis (research on key target audiences, identify key intermediaries)	Tbd	Tbd
H2020 CLIMATE & RESOURCES			
H2020 FAST TRACK TO INNOVATION	Support to policy communication of parent DGs (provision of data and results, input to press releases)	n/a	n/a
LIFE			
EMFF			
Manage the EU Sustainable Energy Week (EUSEW), ensuring a successful organisation of the different pillars (Energy Days, High level policy conference, Awards)	Implement the EUSEW with an awards scheme, a policy conference and the support to energy days in Member states	Satisfaction rate: 89%	Satisfaction rate: 89% or higher
		Nr Energy Days: 904	Nr. Energy Days: 1000
		Opportunities to see: 6 335 630	Opportunities to see: 7 000 000
Implement an internal communication strategy to increase staff engagement	Implementation of the agreed action plan (incl. Intranet, internal newsletter, seminars and sessions, corporate culture and identity)	Intranet: Version 1	Intranet: Version 2
		Staff satisfaction with internal communication: 69%	Staff satisfaction with internal communication: 75%
Ensure a positive and professional reputation of EASME vis-à-vis its stakeholders	Transparent information about the EASME (website, presentations, corporate identity)	EASME website: version 1	EASME website: version 2

2. COSME COMMUNICATION

Objectives	Actions	Output indicators	
		Baseline	Target

Promote the following programmes and results to the relevant stakeholders and make sure they are aware about funding opportunities and programme details: COSME	Digital communication (using existing social media, EASME website, e-newsletters)	n/a	Digital outreach ⁴¹ : 150.000
Promote and animate the following main initiative under the COSME programme* ENTERPRISE EUROPE NETWORK	Digital communication (social media, website, e-newsletters, analytics of IT tool usage)	Digital outreach: n/a	Digital outreach: 150.000
	Communication strategy implementation and tools (infographics, promotional starter kit, videos, tools etc.)	Percentage of implementation: n/a	Percentage of implementation: 100%
	Success story production and promotion (new concept: text, video, photos)	n/a	9
	Internal communication tools (intranet development, videos, e-newsletters)	Tbd (combination of output, usage and satisfaction)	Tbd (combination of output, usage and satisfaction)
	Evaluation strategy for assessing overall Network communication impact	n/a	Completion and implementation of strategy
	Capacity building and communication coordination in the Network	Number of national communication champions meetings: 2 Number of EU	Number of national communication champions meetings: 3 Number of EU

⁴¹ See footnote above.

* Governance and training activities are addressed elsewhere		campaigns with active Network participation: n/a	campaigns with active Network participation: 2
	Stakeholder analysis (research on key target audiences, identify key intermediaries)	2014 Database: 316 qualified key contacts	500 qualified key contacts
	Support to policy communication (data and results, input to press releases, events)	n/a	n/a
Manage the Network Annual Conference	Organise a launch conference for the new phase of the Network, with the aims of integrating new partners, creating a forum for exchange and improvement and reaching key Brussels stakeholders.	Satisfaction rate: 84%	Satisfaction rate: 86% or higher
		Connection with more than 30 new contacts: 96%	Connection with more than 30 new contacts: 96%
Manage the Network SME Awards event	Main aims: * Promote and raise awareness; * Honour entrepreneurs and share inspiring stories that show how the Network helps companies to achieve their business goals.	Media and digital outreach: n/a	Media and digital outreach: To be added

ANNEX 4. OBJECTIVES OF THE PARENT DGs TO WHICH EASME CONTRIBUTES

(source: parent DGs 2015 management plans)

Parent DG GROW		
COSME		
Relevant General Objectives: To strengthen the competitiveness and sustainability of the Union’s enterprises, particularly SMEs. To encourage an entrepreneurial culture and promote the creation and growth of SMEs.		
<i>Baseline</i>	<i>Milestone</i>	<i>Target (2020)</i>
Specific Objective: To improve framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector. ☑ Spending Programme		
RESULT INDICATOR: Tourism – Participation in transnational cooperation projects		
3 countries covered per project in 2011 4 countries (on average) in 2014	2017: 5 countries per project	2020: Increase in the number of Member States participating in transnational cooperation projects funded by the Programme
RESULT INDICATOR: Tourism - Number of destinations adopting the sustainable tourism development models promoted by the European Destinations of Excellence		
98 (on average 20 per year)	2017: More than 150	2020: More than 200 (about 20 every year).
RESULT INDICATOR: New Business Concepts - Number of new products/services in the market		
As this was restricted to analytical work of limited scale, the baseline will be 5 in 2017	15 in 2018	Increase in the cumulative number of new products/services (initial measurement)
Specific Objective: To promote entrepreneurship and entrepreneurial culture. ☑ Spending Programme		
RESULT INDICATOR: Number of Member States implementing entrepreneurship solutions based on good practice identified through the programme		
22 (2010)	25 (2017)	All Member States (2020)
RESULT INDICATOR: Number of Member States implementing entrepreneurship solutions targeting potential, young, new and female entrepreneurs, as well as other specific target groups		
2010: European Network of Mentors for Women Entrepreneurs – 12; Strategy for Entrepreneurship Education – 6 MS and 2 regions;	By 2017: 12 Member States implementing new initiatives in this area New data on entrepreneurship education anticipated in 2015; new	Marked increase in number of Member States

Incorporation of objectives in broader strategies – 10; Entrepreneurship strategies under discussion – 8	information on women entrepreneurs expected late 2014	
Specific Objective: To improve access to markets, particularly inside the Union but also at global level. ☑Spending Programme		
RESULT INDICATOR: Enterprise Europe Network - Number of partnership agreements signed		
2475/ year 2012	7500 signed by 2017	2500/ year 2020
RESULT INDICATOR: Enterprise Europe Network – Clients satisfaction rate (% SMEs stating satisfaction, added-value of specific service provided by the Network)		
78% (2012)	80% (2017)	>82% (2020)
RESULT INDICATOR: Enterprise Europe Network – Recognition of the Network amongst SME population		
To be measured in 2015-2016	Milestone to be determined once baseline has been set in 2015-2016	Increase in the recognition of the Network amongst SME population compared to baseline
RESULT INDICATOR: Enterprise Europe Network – Number of SMEs receiving support services		
435 000 (2011)	1 400 000 (2017)	500 000/ year (2020)
RESULT INDICATOR: Enterprise Europe Network – Number of SMEs using digital services (including electronic information services) provided by the Network		
2 million SMEs (2011)	2,2 million (2017)	2,3 million SMEs/ year (2020)
H2020		
Relevant General Objective: To build a society and an economy based on knowledge and innovation across the whole Union by leveraging additional research, development and innovation funding and contributing to attaining R&D targets.		
<i>Baseline</i>	<i>Milestone</i>	<i>Target (2020)</i>
Specific Objective: To stimulate sustainable economic growth by means of increasing the levels of innovation in SMEs, covering their different innovation needs over the whole innovation cycle for all types of innovation, thereby creating more fast-growing, internationally active SMEs. ☑Spending Programme		
RESULT INDICATOR: Number of SMEs receiving directly innovation support services from the activities financed by 'Innovation in SME		
This indicator is a new approach, therefore no baseline	2000 in 2014 6000 in 2015 7500 further on	By 2020: 45.500

Specific Objective: To achieve a resource - and water - efficient and climate change resilient economy and society, the protection and sustainable management of natural resources and ecosystems, and a sustainable supply and use of raw materials, in order to meet the needs of a growing global population within the sustainable limits of the planet's natural resources and ecosystems. <input checked="" type="checkbox"/> Spending Programme		
RESULT INDICATOR: Share of projects with activities on the road to innovation measured by the Technology Readiness Level (TRL) indicator13 (Source: Internal monitoring)		
This indicator is a new approach, therefore no baseline	80% of the 2015 budget to be devoted to projects with a TRL of at least 4 (= demonstration through a trial and/or external input)	End 2015: 80% of the budget for the annual work programme will be devoted to projects with a TRL of at least 4 (= demonstration through a trial and/or external input)

Parent DG RTD		
H2020		
Relevant General Objectives: To increase investment in research and innovation.		
<i>Baseline</i>	<i>Milestone</i>	<i>Target (2020)</i>
Specific Objective: Industrial leadership - Increasing innovation in SMEs <input checked="" type="checkbox"/> Programme based (H2020)		
RESULT INDICATOR: Number of SMEs participating in Eurostars projects selected for funding (by the Commission)		
1,810 (2013)	2,000 (2017)	4,100 On the basis of FP7 results and the budget proposed by the Commission (2020)
Specific Objective: Societal challenges – Achieving a resource - and water - efficient and climate change resilient economy and society, protection and sustainable management of natural resources and ecosystems and a sustainable supply and use of raw materials, in order to meet the needs of a growing global population within the sustainable limits of the planet's natural resources and ecosystems <input checked="" type="checkbox"/> Programme based (H2020)		
RESULT INDICATOR: Share of EU financial contribution financing biodiversity		
19% (2014)	20% (2018)	12% (2020) (based on the work-programme and applying the "Rio markers" approach)

RESULT INDICATOR: Publications in peer-reviewed high impact journals in the area of resource- efficient and climate change-resilient economy (DG RTD)		
751 (FP7 – October 2013)	~240 (2018)	~1000 (2020) On the basis of FP7 results
RESULT INDICATOR: Patent applications in the area of resource-efficient and climate change-resilient economy (DG RTD)		
10 (FP7 – October 2013)	~3 (FP7 – October 2013)	~15 (FP7 – October 2013)
Specific Objective: Industrial leadership –Boosting Europe's industrial leadership through research, technological development, demonstration and innovation in the following enabling and industrial technologies (nanotechnologies, advanced materials, biotechnology, advanced manufacturing and processing) <input checked="" type="checkbox"/> Programme based (H2020)		
RESULT INDICATOR: Patent applications in the different enabling and industrial technologies (Horizon 2020-DG RTD)		
141 (FP7 – October 2013)	~50 (FP7 – October 2013)	~220 (2020) On the basis of FP7 results
Specific Objective: Making the transition to a reliable, affordable, publicly accepted, sustainable and competitive energy system, aiming at reducing fossil fuel dependency, in the face of increasingly scarce resources, increasing energy needs and climate change <input checked="" type="checkbox"/> Programme based (H2020)		
RESULT INDICATOR: Share of the overall Energy challenge funds allocated to the following research activities: renewable energy, end-user energy-efficiency, smart grids and energy storage activities (DG RTD)		
New approach	85% (2016)	85% (2020)

Parent DG ENER	
IEE II / H2020	
Relevant General Objectives:	<ol style="list-style-type: none"> 1. To contribute to setting up an energy market providing citizens and business with affordable energy, competitive prices and technologically advanced energy services. 2. To promote sustainable energy production, transport and consumption in line with the Europe

2020 targets and with a view to the 2050 decarbonisation objective.

3. To enhance the conditions for safe and secure energy supply in a spirit of solidarity between Member States ensuring a high degree of protection for European citizens.

<i>Baseline</i>	<i>Milestone</i>	<i>Target (2020)</i>
Specific Objective: Further developing energy technologies (Horizon 2020) <input checked="" type="checkbox"/> Programme based (H2020)		
RESULT INDICATOR: Share of the overall energy challenge funds allocated to the following research activities: renewable energy, end-user- energy-efficiency, smart grids, demand response, energy storage and market uptake of energy innovation activities		
New approach	85% (2016)	85% (2020)
Specific Objective: Moderating energy demand <input checked="" type="checkbox"/> Non-programme based		
RESULT INDICATOR: Primary energy savings achieved in 2020 measured against the baseline (%) (source: Article 3 of Directive 2012/27/EU, ENER C3)		
1853 Mtoe (based on PRIMES 2007 projections)	No milestone foreseen in Directive 2012/27/EU	20% by 2020 1 483 Mtoe
RESULT INDICATOR: To support projects promoting renewables and increasing energy efficiency in different sectors of the economy including transport, through addressing the non-technological barriers and involving local actors (Intelligent Energy Europe Programme II - legacy) (source: Intelligent Energy Europe Programme II, DG ENER C3)		
Cumulative investment made by European stakeholders in sustainable energy triggered by IEE programme (measurement unit EUR). 31/12/2014: EUR 2884 million.		EUR 3 billion (31/12/2015)
Additional annual renewable energy production triggered by actions supported by IEE. programme (measurement unit toe). 31/12/2014: >65 000 toe/year		Dependent on the pipeline of projects in 2015 (2015)
Additional annual energy savings triggered by the actions supported by IEE programme (measurement unit toe). 31/12/2014: >120 000 toe/year		Dependent on the pipeline of projects in 2015 (2015)
"Additional annual reductions of greenhouse gas emissions triggered by the actions supported by IEE programme (measurement unit CO ₂ e). 31/12/2014: >550 000 tCO ₂ e/y		Dependent on the pipeline of projects in 2015 (2015)

Parent DG CONNECT		
H2020		
Relevant General Objective: To build a society and an economy based on knowledge and innovation across the whole Union, while contributing to sustainable development.		
Baseline	Milestone	Target (2020)
Specific Objective: Industrial leadership – To boost Europe's industrial leadership through research, technological development, demonstration and innovation in the following enabling and industrial technology: information and communication technologies. <input checked="" type="checkbox"/> Programme based (H2020)		
RESULT INDICATOR: Patent applications and patents awarded in the different enabling and industrial technologies (Source: Annex II – Horizon 2020 specific programme)		
New approach		3 patent applications per € 10 million funding (Year: 2020, source: DG RTD's framework for monitoring, evaluation and reporting on Horizon 2020)
RESULT INDICATOR: Share of participating firms introducing innovations new to the company or the market (covering the period of the project plus three years)(Source: Annex II – Horizon 2020)		
New approach		To be developed on the basis of first Horizon 2020 results (Year: 2020, source: DG RTD's framework for monitoring, evaluation and reporting on Horizon 2020)
RESULT INDICATOR: Number of joint public-private publications (Source: Annex II – Horizon 2020 specific programme)		
New approach		To be developed on the basis of first Horizon 2020 results (Year: 2020, source: DG RTD's framework for monitoring, evaluation and reporting on Horizon 2020)
Specific Objective: Health, demographic change and well-being <input checked="" type="checkbox"/> Programme based		
RESULT INDICATOR: Number of patent applications and patents awarded in the area		
New approach		On average, 2 patent applications per EUR 10 million funding (Year: 2020, source: DG RTD's framework for monitoring, evaluation and reporting on Horizon 2020)
RESULT INDICATOR: Number of prototypes and testing activities in the area of the various societal challenges		

New approach		To be developed on the basis of first Horizon 2020 results (Year: 2020, source: DG RTD's framework for monitoring, evaluation and reporting on Horizon 2020)
RESULT INDICATOR: Number of joint public-private publications in the area of the various societal challenges		
New approach		To be developed on the basis of first Horizon 2020 results (Year: 2020, source: DG RTD's framework for monitoring, evaluation and reporting on Horizon 2020)
Specific Objective: Horizontal ICT Innovation actions <input checked="" type="checkbox"/> Programme based		
RESULT INDICATOR: Percentage of H2020 ICT budget dedicated to innovation activities		
FP7 and CIP ICT PCP. Estimation is between 25-30%		H2020 2nd WP 2016-2017: target is 50% (2015)
Specific Objective: Societal Challenge – Secure, clean and efficient energy <input checked="" type="checkbox"/> Programme based		
RESULT INDICATOR: Number of prototypes and testing activities in the area		
New approach		To be developed on the basis of first Horizon 2020 results
RESULT INDICATOR: Number of joint public-private publications in the area		
New approach		To be developed on the basis of first Horizon 2020 results
Specific Objective: Societal Challenge – Climate action, environment, resource efficiency and raw materials <input checked="" type="checkbox"/> Programme based		
RESULT INDICATOR: Number of prototypes and testing activities in the area		
New approach		To be developed on the basis of first Horizon 2020 results
RESULT INDICATOR: Number of joint public-private publications in the area of the various societal challenges		
New approach		To be developed on the basis of first Horizon 2020 results

Parent DG MARE	
EMFF	
Relevant General Objective:	To develop the potential of the European maritime

economy and to secure sustainable fisheries, a stable supply of seafood, healthy seas and prosperous coastal communities – for today's Europeans and for future generations.

Baseline	Milestone	Target (2020)
<p>Specific Objective: Promote sustainable and competitive fisheries and aquaculture.</p> <p><input checked="" type="checkbox"/> Programme based (EMFF)</p>		
<p>RESULT INDICATOR: Volume of discards of commercially exploited species</p>		
<p>23% of catches is discarded. (2013)</p>	<p>21% (2015) 10% (2017) max 5% (2019)</p>	<p>Landing obligation implemented. (2023)</p> <p>Target set by Article 15 of Regulation (EU) No 1380/2013 .</p>
<p>RESULT INDICATOR: Volume and value of aquaculture production in the EU.</p>		
<p>Volume: 1.11 million tonnes. Value: €3.36 billion. (2012)</p>	<p>2% annual growth rate 2,25% annual growth rate (2017)</p>	<p>28% compared to the baseline 2012. 31% compared to the baseline 2012.</p> <p>Target set by DG MARE based on:</p> <ul style="list-style-type: none"> - long term projections in multiannual national plans for aquaculture of main producers - the study "Long-Term Economic and Ecological Impact of Larger Sustainable Aquaculture" (European Parliament, 2014) - recent production and economic trends in the EU aquaculture production. (2023)
<p>RESULT INDICATOR: Relative value and volume of products placed on the market by Producers Organisations (POs) and associations of POs.</p>		
<p>Lack of comparable data across Member States. (2013)</p> <p>The baseline will be drawn from the Member States' ex-ante evaluation on their EMFF operational programmes for 2014-2020.</p>	<p>The evolution will be calculated on a yearly basis once EUMOFA is fully operational . (2017,2019)</p>	<p>Continuous upward trend up to 2023 and increasing share of products from members of POs. (2023)</p> <p>Target set by EUMOFA and Member States.</p>
<p>RESULT INDICATOR: Number of local strategies implemented by Fisheries Local Action Groups (FLAGs)</p>		
<p>EFF : number of local strategies implemented by FLAGs: 0</p>	<p>EFF: number of local strategies implemented by FLAGs: 303</p>	<p>The current 303 FLAGs that are supported under the European Fisheries Fund (EFF) will close their activity at the end of 2015 at the latest. Data from FAR-Net:</p>

EMFF : number of local strategies implemented by the new FLAGS: 0 (2012)	EMFF: number of local strategies implemented by the new FLAGS: 0 (2017)	EMFF: number of local strategies implemented by the new FLAGS: 300 There will be some evolutions and merging with Leader in some Member States. Target set by DG MARE. (2023)
RESULT INDICATOR: Labour productivity (in terms of gross value added per employee) in the EU fisheries sector.		
EU fishing fleet: 38,700 €/employee. EU aquaculture: 44,000 €/employee. EU fish processing: 53,500 €/employee. Employment is measured in full time equivalents (FTEs). (2011)	Increase in fisheries sector's productivity: (%) equals or exceeds that of the EU economy (%). (2017)	Increase in fisheries sector's productivity: (%) equals or exceeds that of the EU economy (%). Target set by DG MARE based on long term economic projections in the Impact Assessment of the new basic regulation on the CFP (SEC(2011) 891, SEC(2011) 892) (2020)

Parent DG CLIMA		
LIFE		
Relevant General Objectives: Stop global warming by aiming for an ambitious climate action agreement at international level while pursuing the shift towards a low carbon (mitigation) and promoting a climate-resilient (adaptation) economy in the EU in line with the 7th Environment Action Programme (general objectives 1 and 4 of the LIFE programme)		
<i>Baseline</i>	<i>Milestone</i>	<i>Target (2020)</i>
Specific Objective: To improve development, implementation and enforcement of the climate acquis and catalyse & promote integration and mainstreaming of climate change mitigation (general objective 2 of LIFE) <input checked="" type="checkbox"/> Programme based (LIFE)		
RESULT INDICATOR: Level of reduction of EU-28 greenhouse gas emissions including international aviation but excluding emissions from Land Use, Land Use Change and Forestry (LULUCF compared to 1990 levels Source of data: (EEA and Commission EU 2020 and Kyoto progress report of 28 October 2014 – CSI 010/011 ⁴²)		
5626,26 Mt of CO2 eq emitted	No milestone: estimated at -19,2	- 20%

⁴² <http://www.eea.europa.eu/publications/data-and-maps/data/data-viewers/greenhouse-gases-viewer>

(1990)	% in 2013 (2015)	(2020)	
RESULT INDICATOR: Level of reduction of EU-28 greenhouse gas emissions from non-ETS sectors ⁴³ (= effort sharing) based on national emission targets agreed for the years 2013-2020 Source: Eurostat/Commission report ⁴⁴			
2.947,990 Mt CO2 eq. emitted (2005)	First annual compliance check of 2013 emissions by MS in 2015	- 10 %	
RESULT INDICATOR: Average CO2 emissions/km from new cars			
145,7 g/km (2009)	130 g/km (2015)	95 g/km (2020)	
RESULT INDICATOR: Reduction of production, sales and emissions of fluorinated gases in the EU (mainly Hydro fluorocarbons (HFC's) (substitute for ODS but powerful greenhouse gases in itself) and hydro chlorofluorocarbons (HCFCs) compared to 2005			
115,095 Mt CO2eq. emitted (2014)	- 15 % (2020)	- 45% (2025)	- 66% (minus 2/3) compared to baseline (2030)
Specific Objective: To secure investment for climate related issues (mitigation strand– specific objective nr 4 of LIFE) <input checked="" type="checkbox"/> Programme based (LIFE)			
RESULT INDICATOR: Leverage and mobilisation of private sector (= additional) investments compared to EU investment via the Financial Instrument 'Private Financing for Energy Efficiency (PF4EE)' of under the LIFE programme defined as the total amount of investments in the area of cutting energy consumption/renewables made by supported beneficiaries divided by financial contribution of the EU Source of data: implementing report EIB			
new tool	3-5 x	8 x	
RESULT INDICATOR: Number and coverage of climate change mitigation strategies or action plans developed or implemented through co-financing by the LIFE programme Source of data: EASME implementation report			
In 2012 less than 10% of the climate mitigation project proposals submitted (2013)	at least 1 climate change mitigation strategy or action plan in 13 different geographical regions (2017)	at least 1 climate change mitigation strategy or action plan per Member State (2020)	
RESULT INDICATOR: Reduction of tons of greenhouse gases following introduction of new by new technologies, systems, methods or instruments and/or other best practice approaches developed and replicated following pilot projects co-financed by the LIFE programme Source of data: EASME implementation report			
(New climate action sub- programme)	Relative reduction in tons of greenhouse gasses of at least	Relative reduction in tons of greenhouse gasses at least	

⁴³ Non-ETS sectors = transport (except aviation and international maritime shipping), buildings, agriculture and waste

⁴⁴ http://epp.eurostat.ec.europa.eu/portal/page/portal/europe_2020_indicators/headline_indicators

(2013)	20% compared to project baseline. 80% of the projects funded should promote innovative technologies and/or other best practice solutions for the reduction of greenhouse gas emissions (2017)	20% compared to project baseline. At least 80% of the projects funded should promote innovative technologies and/or other best practice solutions for the reduction of greenhouse gas emissions (2020)
<p>RESULT INDICATOR: Number of interventions to improve the knowledge base for Union climate policy and legislation, and for assessing and monitoring factors, pressures and responses having an impact on the climate</p> <p>Source of data: EASME implementation report</p>		
Data not available	80% of Integrated Projects (IP) and 30% of the traditional projects funded in climate change mitigation priority area 2014-2017	100% of IPs and 25% of the traditional projects funded in climate change mitigation priority area
<p>Specific Objective: To improve development, implementation and enforcement of EU law and catalyse & promote integration and mainstreaming of climate action (adaptation) (general objective n°2 of LIFE)</p> <p><input checked="" type="checkbox"/> Programme based (LIFE)</p>		
<p>RESULT INDICATOR: Number of Member States (MS) that have adopted an adaptation plan/strategy following LIFE co-funding and/or technical assistance by the Commission (Source of data: Commission & EEA: CLIMA-Adapt database, December 2014)</p>		
14 MS	20 MS	All 28 Member States (otherwise a legislative proposal could be considered at EU level if level of preparedness to climate change deemed inappropriate)
<p>RESULT INDICATOR: Number of cities that have signed up to the Mayors adapt initiative committing to take action on adaptation to climate change in an urban environment (the Covenant of Mayors Initiative on Climate Change Adaptation)</p> <p>Source: Secretariat of the 'Mayors Adapt' initiative/Supporting Consortium (contractor)</p>		
At least 50 (2014)	At least 100 (2015)	200 (2016)
<p>Specific Objective: To secure investment for climate related issues - adaptation strand of the LIFE programme (specific</p>		

objective 5 of LIFE)		
<input checked="" type="checkbox"/> Programme based (LIFE)		
<p>RESULT INDICATOR: Leverage and mobilisation of private sector (= additional) investments compared to EU investment via the Financial Instrument Natural Capital Financing Facility (NCFF) under the LIFE programme defined as the total of investments in the area of climate adaptation made by supported beneficiaries divided by the financial contribution of the Union</p> <p>Source of data: implementation report EIB</p>		
N/A	2,8 x	Up to 4,2 x
<p>RESULT INDICATOR: Attributable resilience and adaptation to climate change in MS, broken down by sector, due to the demonstrated new technologies, systems, instruments and/or other best practice approaches developed and replicated following LIFE pilot projects</p> <p>Source of data: EASME implementation report</p>		
Only 15% of climate project proposals submitted were on adaptation (LIFE+ call 2012) .	Increased climate resilience in vulnerable areas as identified in the EU adaptation strategy. 80% of funded projects promoting innovative policy approaches and/or other best practice solutions for more climate resilience	Increase in attributable climate resilience per sector. More than 80% of funded projects promoting innovative policy approaches and/or other best practice solutions for more climate resilience.
<p>RESULT INDICATOR: Number of interventions to improve the knowledge base for Union climate policy and legislation, and for assessing and monitoring factors, pressures and responses having an impact on the climate resilience/adaptation via co-funding of traditional projects and integrated projects of a trans-regional or cross-border nature</p> <p>Source of data: EASME implementation report</p>		
No data	80% of Integrated Projects and 25% of the traditional projects funded in climate change adaptation priority area 2014-2017	100% of IPs and 30 % of the traditional projects funded in climate change adaptation priority area

<p>Specific Objective: Support better climate governance and information at all levels including better involvement of civil society, NGO's and local actors (LIFE climate governance and information strand) (general objective 3 and specific objective 6 of LIFE) - Broad stakeholder involvement, in policy consultation and implementation</p> <ul style="list-style-type: none"> - Adequate state of awareness and knowledge sharing on sustainable development - Qualitative and timely communication, development and dissemination of best practices and policy approaches <p style="text-align: center;"><input checked="" type="checkbox"/> Programme based (LIFE)</p>		
<p>RESULT INDICATOR: Level of awareness / knowledge of EU citizens about climate issues and the opportunities of moving to a low-carbon economy</p> <p>Source of data: bi-annual Euro-barometer survey</p>		
In 2013, 69 % of the citizens polled considered climate change a 'very serious' problem (up from 64% in 2009 to 68 % in 2011)	status-quo or increase in of the share of citizens considering climate change as a very serious problem	status-quo or increase in of the share of citizens considering climate change as a very serious problem
<p>RESULT INDICATOR: Number of interventions to support awareness raising at local, regional, national or cross-border levels, communication, management and dissemination of information in the field of climate change mitigation and adaptation and to facilitate knowledge sharing (award criterion to be applied during the evaluation of the incoming proposals)</p> <p>Source of data: EASME implementation report</p>		
In 2012, less than 5% of the traditional climate project proposals	10% of climate projects are targeted All LIFE projects under the priority area climate governance and information achieve knowledge sharing	To be set in the second Multi-Annual Work Programme 2018-2020 of LIFE). All LIFE projects under the priority area climate governance and information achieve knowledge sharing
<p>RESULT INDICATOR: Share (%) of projects promoting and contributing to a more effective compliance with and enforcement of Union climate law (award criterion to be applied during the evaluation of the incoming proposals)</p> <p>Source of data: EASME implementation report</p>		
No data	5% of governance and information projects	More than 5% of governance and information projects progress
<p>RESULT INDICATOR: Number of interventions (work programmes) emanating from NGOs with climate related work-programmes co-funded by LIFE with an impact on EU policy</p>		

Source of data: EASME implementation report		
Under the 2012 call of the LIFE + Regulation, 6 specific climate NGO's (plus a number of environmental NGO's that also have a climate focus) were co-funded	Stable level of operating grants to climate NGO's	Stable level of operating grants to climate

Parent DG ENV		
LIFE		
Relevant General Objective:		To contribute to securing the Union's long term prosperity within ecological limits, based on a smart, sustainable and inclusive economy, improved quality of life and wellbeing of citizens and a healthy environment.
<i>Baseline (2001-2006, EU 25)</i>	<i>Milestone</i>	<i>Target (2020)</i>
Specific Objective:		To protect, conserve and enhance the Union's natural capital <input checked="" type="checkbox"/> Programme based (LIFE)
RESULT INDICATOR: Conservation status of species and habitats of European importance (percentage in conservation categories)		
Habitats: favourable (17%), unfavourable – inadequate (28%), unfavourable – bad (37%), unknown (18%) Species: favourable (17%), unfavourable – inadequate (22%), unfavourable – bad (30%), unknown (31%)	n/a	Improve conservation status
RESULT INDICATOR: Mean annual urban land take 2000-2006 per country as a percentage of 2000 artificial land		
The average value of EU-28 is 0.51% (data for Greece are not available) with a very wide range from 2.8 % in Spain or 2.3 % in Cyprus to 0.1% in Romania or Malta		No net land take
RESULT INDICATOR: Percentage of the surface area of marine waters (marine regions and sub-regions) conserved through spatial protection measures ³² (networks of marine protected sites in the context of Habitat, Birds and Marine Strategy Framework Directives as well as Common Fisheries Policy)		
Baseline to be established next year		in the 0-12nm zone: 20% - in Exclusive Economic Zone: 10%
Specific Objective:		To turn the EU into a resource-efficient, green and

competitive economy		
<input checked="" type="checkbox"/> Programme based (LIFE)		
RESULT INDICATOR: Total waste generated (kg/person)		
4877 kg/person (2004, EU 28)	n/a	Reduce (Continuous)
RESULT INDICATOR: Municipal waste generation (kg/person) and treatment (%): movement up through the waste hierarchy		
Generation: 526 kg/person Recycling & composting: 28% Incineration: 16% Landfilling: 51% (2002, EU 27)	Recycling: 50% Proposal for 2030: 70% (2020) / Proposal 2030	Reduce generation Increase recycling & composting Reduce landfilling (towards virtual elimination) (Continuous)
Specific Objective:		
To safeguard the Union's citizens from environment-related pressures and risks to health and wellbeing		
<input checked="" type="checkbox"/> Programme based (LIFE)		
RESULT INDICATOR: Exposure to air pollution: percentage of urban population resident in areas in which daily PM10 concentration exceeds daily limit value (50 µg PM10/m ³ 24 hour average) over the period of a calendar year		
Population impacted: - More than 35 days: 26,8%	n/a	0 % exceedances of daily limit values more than 35 times per calendar year.
RESULT INDICATOR: Exposure to air pollution: percentage of urban population resident in areas in which ozone concentrations exceed the target value (120 µg O ₃ /m ³ as daily maximum of 8 hour mean)		
Population impacted: - More than 25 days: 31,4%	n/a	0 % exceedances more than 25 days per calendar year, averaged over three years
RESULT INDICATOR: Percentage of surface water bodies in good ecological status or with good ecological potential (as defined by the Water Framework Directive)		
43%	53%	100% of water bodies to which justified exemptions do not apply
RESULT INDICATOR: Nitrate concentrations in ground- and surface waters: percentage of sampling points with concentration greater than 50 mg nitrate/ L		
Ground waters: 15% Surface waters: 3%	n/a	Reduction of nitrate concentrations in waters; no sampling points above 50 mg nitrates per L
RESULT INDICATOR: Environmentally harmful chemicals by toxicity class (from most to least dangerous) as a percentage of total production (mln t/y)		
Total production: 330 mln t of which: All toxic chemicals: 62% CMR19: 11% Chronic toxic: 2% Very toxic: 12% Toxic: 22% Harmful: 15%	n/a	A shift away from the two most dangerous classes of toxic chemicals towards less harmful chemicals

RESULT INDICATOR: Exposure to noise: percentage of population in urban areas exposed to more than 55 dB Lden and 50dB Lnight		
65%	n/a	Reduce and approach WHO values
Specific Objective: To enhance the sustainability of the Union's cities <input checked="" type="checkbox"/> Programme based (LIFE)		
RESULT INDICATOR: Percentage of EU cities applying for the European Green Capital Award (EGCA)		
12 cities have applied for EGCA 2016 i.e. 2.2%	n/a	Increased number of cities applying for EGCA each year