



Brussels, 1.3.2019
C(2019) 1562 final

ANNEX

ANNEX

to the

Commission Decision

**Approving Annual Work Programme 2019 of the European Research Council Executive
Agency**



ANNEX

Annual Work Programme 2019

European Research Council Executive Agency

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PART 1. MESSAGE FROM THE DIRECTOR

The European Commission created the European Research Council (ERC) in 2007 to respond to the scientific community's need for a pan-European funding agency focusing on bottom-up frontier research with the intention of attracting and retaining top scientific talent and the most accomplished researchers to work in Europe and the Associated Countries. The ERC supports the best principal investigators in Europe in all fields of science and selects research projects on the sole basis of scientific excellence. The ERC Executive Agency (ERCEA) was created in 2009 to support the work of the ERC and implement the funding strategy established by the ERC Scientific Council as the ERC's dedicated implementation structure. It will celebrate 10 years of existence and also sign its 10 000th grant agreement in 2019.

Under the oversight of DG Research and Innovation (DG RTD) and the Scientific Council the Executive Agency manages the legacy of the "Ideas" programme, part of the seventh Research and Innovation Framework Programme, and implements 17% of the budget of the Horizon 2020 programme dedicated to frontier research actions. Thereby the Agency supports its parent DG achieving its specific objective of implementing Horizon 2020 and contributes to fulfilling the Commission's general objective *"A new boost for Jobs, Growth and Investment"*.

The ERC has so far funded over 8500 long-term research projects in Europe and the Associated Countries. This led to the formation of an equal number of research teams that have offered training and employment opportunities under the EU's top scientists for more than 50000 young scientists and other professionals hired in their teams who will move on to take up careers in the academia, industry and other employment sectors. ERC projects have also yielded a significant amount of patent applications for unique inventions despite being targeted to frontier research¹. This is especially valid for the Proof of Concept scheme where more than 42% of the ERC-funded principal investigators file a patent². Moreover, over 100 spin-off companies were created from ERC frontier research activities.

In 2019, as stated in the 2019 ERC Work Programme³ adopted by the Commission on 6 September 2018⁴, the ERCEA will continue managing the Horizon 2020 specific objective "Strengthening frontier research through the activities of the European Research Council" of part I "Excellent Science" of the Horizon 2020 Specific Programme⁵, as well as supporting the ERC Scientific Council in its tasks⁶. An operational budget of more than two billion € will be devoted to fund the best researchers and most compelling research proposals. The ERCEA will launch calls for proposals under the Starting, Consolidator, Advanced and Synergy Grant schemes⁷, as well as offer opportunities for supplementary funding by means of the Proof of Concept instrument which helps bringing frontier research closer to the market.

The ERCEA will also continue ensuring the implementation of FP7 legacy ("Ideas"). Both programmes will further be managed by an effective, efficient and cost-effective

¹ Cf. http://umet.univlille1.fr/Projets/RheoMan/uploads/Documents/L244%20Crv_European%20Research%20Council_WhitePaper_A4_008.pdf

² cf. https://erc.europa.eu/sites/default/files/document/file/poc_review_report.pdf

³ The ERC Work Programme is established by the ERC Scientific Council, the autonomous body responsible for setting and monitoring of the overall scientific strategy of the ERC.

⁴ Cf. Commission Implementing Decision C(2018)5200 of 06/09/2018 adopting the 2019 Work Programme in the framework of the specific programme implementing Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020) in relation to the specific objective "Strengthening frontier research, through the activities of the European Research Council".

⁵ Cf. Council Decision 2013/743/EU of 3/12/2013 establishing the specific programme implementing Horizon 2020 – The Framework Programme for Research and Innovation (2014-2020) (OJ L347, 20/12/2013).

⁶ More details about the tasks under the remit of the ERC Scientific Council are provided in Art. 7 of Council Decision 2013/743/EU/ of 3/12/2013 (OJ L347 of 20/12/2013).

⁷ For more information about these schemes, cf. p. 7 and 2019 ERC Work Programme (C(2018)5200).

structure while keeping the administrative expenditures around 3% of the operational ones. The Agency will continue using its acquired experience to monitor and maintain the effectiveness of its internal control and seek efficiency gains - wherever possible - with the available resources. Also, the 2019 operational and operating budgets entrusted to the ERCEA will be implemented in accordance with the principles of sound financial management.

2019 will be a challenging year for the ERC, both for the Scientific Council and the Agency, as EU negotiations on Horizon Europe have entered a crucial phase, and their outcome may have a big impact on the budget and configuration of the ERC. In addition, some changes of key players within the ERC governance structure are foreseen with the identification of the new ERC President as well as the renewal of two vice-Presidents and six Council members.

As far as operational activities are concerned, the Agency will have to manage a substantial increase of 60% in budget for the Synergy Grant call compared to 2018. In addition, final payments, which require more complex transactions, will increase by 20% for both FP7 and H2020⁸. Furthermore, the Agency will design and implement the processes for the new pilot project to manage the 2019 Proof of Concept grants in form of a lump sum⁹. By the end of 2019, it is expected that more than 6100 funded projects will be on-going, 11% funded under FP7 and 89% under H2020. The ERCEA also expects during this period a peak in the number of scientific reports to assess (2216 scientific reports from Principal Investigators, including 895 FP7 and nine H2020 final scientific reports¹⁰). These scientific reports together with the qualitative assessment of research outcomes of completed projects¹¹, will continue offering insights into the impact of the "Ideas" specific programme and H2020 achievements and produce outputs which can be used by DG RTD for its policy making objectives.

The achievement of the operational objectives set in this annual work programme for key processes will be measured by a number of relevant performance indicators. The five key performance indicators selected by the Agency, namely "time to inform", "time to sign grant agreements from the date of informing successful applicants", "budget execution" (commitment and payments), "time to pay" and "*ex-post* control error rate" are highlighted in bold in the related tables¹².

To conclude, I would like to sincerely thank the ERC President and the members of the ERC Scientific Council for their continuous support of and close collaboration with the ERCEA. The same counts for DG RTD where I wish to express gratitude to the Director General Jean-Eric Paquet and my colleagues in Directorates A, J and R, in particular, as well as the Steering Committee members.

Pablo Amor

⁸ Regarding H2020 final payments and in anticipation of the full implementation of the ERCEA specific workflow for the final financial and scientific reporting within the H2020 common IT tools - including work-around solutions currently used for portability and early termination of grants and the internal ERCEA final payment procedure and reporting modalities to be concluded, certain incremental IT enhancements are needed in addition by the CSC, so as the final payments process be smooth and efficient, embracing ERC specificities.

⁹ Cf. Commission Decision C(2018)5960 of 18 September 2018 authorising the use of reimbursement on the basis of a lump sum for ERC PoC actions under the H2020 FP for research and innovation.

¹⁰ Figures related to scientific reports cover only main calls. In addition, 194 PoC's scientific reports are expected in 2019.

¹¹ For more information on the *ex-post* peer review assessment of randomly selected completed projects, cf. p.47 of the 2019 ERC WP (C(2018)5200 and ERC website for the results of the previous exercises (https://erc.europa.eu/news/impact_study_breakthroughs_major_advances).

¹² Cf. tables under section 3.1 and 4.1.2, pp 9-10 and 17.

PART 2. MISSION STATEMENT

The aim of the European Research Council (ERC) is to provide attractive and flexible funding to enable talented and creative individual researchers and their teams to pursue ground-breaking, high-gain/high-risk research in any field at the frontier of science. Such EU-funded research responds to the need to increase the research attractiveness of Europe and strengthening the EU ability to generate new knowledge. Both the "Ideas" and H2020 objectives are fully in line with the aims of the Europe 2020 strategy designed to deliver smart, sustainable and inclusive growth through the strengthening of every link in the innovation chain, from 'blue sky' research to commercialization and contribute to the Commission's general objective "*A new boost for Jobs, Growth and Investment*".

For that purpose, the ERC is composed on the one hand of an independent Scientific Council of 22 scientists, scholars and engineers of the highest repute who establish the overall ERC's scientific strategy and have full authority over decisions on the type of research to be funded. On the other hand, a dedicated implementation structure in the form of an Executive Agency (ERCEA¹³) is responsible for the administrative implementation and programme execution¹⁴ under the oversight of its parent DG, DG RTD.

The ERCEA is committed to funding cutting-edge research aimed at bringing major scientific breakthroughs and providing the Commission and more specifically its parent DG, DG RTD, with valuable input for its policy objectives. By implementing effectively and efficiently the H2020 specific objective it has been entrusted with, the Agency will support DG RTD in achieving its specific objective related to the implementation of this programme¹⁵, as it is doing for FP7.

As reflected in its mission statement, the ERCEA is "Dedicated to selecting and funding the excellent ideas that have not happened yet and the scientists that are dreaming them up".

¹³ The ERCEA established by Decision 2013/779/EU (OJ L346, 20/12/2013) replaced and succeeded the executive Agency set up by Decision 2008/37/EC.

¹⁴ The ERCEA Delegation act (cf. Commission Decision C(2013)9428 of 20/12/2013 amended by Commission Decision C(2014)9437 specifies the tasks delegated by DG RTD to the Agency for the implementation of the above-mentioned H2020 specific objective and FP7 legacy.

¹⁵ Cf. Strategic Plan 2016-2020 – Directorate-General for Research and Innovation, pp.13-14 & 49-51 (Ares(2016)1051529 of 01/03/2016): Specific objective 1.3: *To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies.*

PART 3. OVERVIEW OF OUTPUTS FOR THE YEAR

The management of the specific objective delegated to the ERC by the FP7 as well as H2020 programmes is defined in the annual ERC work programme. This work programme, which is established by the Scientific Council and adopted by the Commission, describes in detail the type of funding instruments aiming at reinforcing excellence, dynamism and creativity in European research by providing attractive long-term funding to support excellent investigators and their research teams.

In order to measure the implementation of specific programmes entrusted to the ERCEA, the following results indicators stemming from the legal basis are measured:

Ideas Specific Programme (FP7) - SPECIFIC OBJECTIVE	To enhance the generation of excellent, innovative ideas in frontier research in Europe	
Result indicators	Latest known results (December 2018)	Target (result)
Number of international prizes and awards by grant holders	1 347 ¹⁶	200 by 2020
Number of scientific publications by grant holders	116 882 ¹⁷	~40-60 000 by 2020

H2020 SP SPECIFIC OBJECTIVE 1	Excellent science – European Research Council (ERC) – Strengthening frontier research	
Indicator	Share of publications from ERC-funded projects which are among the top 1% highly cited per field of science	
Baseline	Milestone	Target for Horizon 2020 ¹⁸
	2018	
New approach	1.5%	1.8%

3.1 ERC funding instruments and calls for proposals

The Scientific Council establishes among other tasks the methods and procedures for the peer review and proposal evaluation on the basis of which proposals to be funded are selected, while the ERCEA ensures the administrative implementation and programme execution¹⁹. The ERC work programme 2019²⁰ provides all the information related to the research activities implemented through calls for proposals as well as other types of activities allowing the ERC to carry out its duties and mandate.

¹⁶ This number refers to the prizes/awards and other form of recognition which are recorded in ERC internal data systems, taken from reporting by ERC grantees and public records.

¹⁷ The number refers only to the publications that the ERC grant holders have directly reported in their mid-term or final scientific reports. They are taken largely from the reporting SESAM and include about 1200 which were reported before ERC started using the SESAM reporting tools.

¹⁸ The reference for this target is the year when the last actions financed under Horizon 2020 will be finished *i.e.* several years after the formal end of the programme in 2020.

¹⁹ Art. 7(2)(c) and 8(1) of Council Decision 2013/743/EU of 3/12/2013 (OJ L347, 20/12/2013).

²⁰ Cf. C(2018)5200 of 06/09/2018 adopting the 2019 ERC Work Programme.

As planned in the ERC WP 2019²¹, the ERCEA will launch and/or evaluate five calls for proposals under the Starting (StG), Consolidator (CoG), Advanced (AdG) and Synergy grant (SyG) schemes as well as provide opportunities for supplementary funding by means of the Proof of Concept instrument (PoC), whose aim is to bridge the gap between research and the early phases of its commercialisation.

The objective of StG and CoG is to boost the independent careers of excellent researchers by providing adequate support at the critical stage where they are starting or consolidating their own independent research team and research programme whilst AdG encourages substantial advances at the frontier of knowledge by supporting excellent, leading advanced investigators to pursue ground breaking, high-risk/high-gain research. The aim of SyG is to promote substantial advances at the frontiers of knowledge, to cross-fertilize scientific fields and to encourage new productive lines of enquiry and new methods and techniques including unconventional approaches and investigations at the interface between established disciplines²².

The 2019 operational budget will be split between young scientists (StG and CoG), established research leaders (AdG) and groups of scientists (SyG) with nearly 20% allocated for the latter. This budget will enable to grant around 165 established leaders and roughly four times more young scientists as well as to fund 50 groups of scientists. The budget assigned to the PoC will increase by 25% compared to previous years to further support the innovation potential as well as the economic and/or societal impact of the growing number of mature ERC funded projects.

As planned by the 2019 ERC work programme, a single deadline is set for each type of call except for the PoC call which has three closing dates spread over the year.

Call identifier	Opening date	Closing date	Indicative n° of outputs	Budget EUR million
ERC-2019-StG – Starting Grant	14/09/2018	17/10/2018	390	580
ERC-2019-CoG – Consolidator Grant	24/10/2018	7/02/2019	314	602
ERC-2019-AdG – Advanced Grant	21/05/2019	29/08/2019	166	391
ERC-2019-SyG – Synergy Grant	14/09/2018	8/11/2018	48	400
ERC-2019-PoC – Proof of Concept	16/10/2018	1) 22/01/2019 2) 25/04/2019 3) 19/09/2019	167	25

²¹ For more information, cf. pp. 4-5 of C(2018)5200 of 06/09/2018 adopting the 2019 ERC Work Programme.

²² For additional information, cf. C(2018)5200 of 06/09/2018 adopting the 2019 ERC Work Programme.

Relevant general objective: <i>A new boost for Jobs, Growth and Investment</i>		Parent DG: DG RTD
RTD Specific objective: <i>To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies</i>		Related to spending programme: H2020
ERC Specific objective: <i>Excellent Science – European Research Council (ERC) – Strengthening frontier research</i> ²³		Related to spending programme: H2020
Main outputs in 2019:		
Outputs	Indicators	2019 Targets
Launch of calls for proposals ²⁴	% of calls for proposals successfully launched according to agreed deadlines	100 %
Evaluation of calls	% of 2019 calls evaluated in 2019 % of 2018 calls evaluated in 2019	100% of 4 2019 calls ²⁵ 100% of 1 2018 call ²⁶
Grants signed in 2019	Proposals selected under 2018 calls granted in 2019	100% ²⁷

The outputs listed above, related to the ERC Specific objective *Excellent Science – ERC – Strengthening frontier research*, will contribute helping DG RTD to achieve its specific objective: *to ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies*.

The implementation of the ERC work programme by the ERCEA covers various processes from the management of calls and of experts, the evaluation of proposals received, to the granting process²⁸ as well as the financial and scientific follow up. Below are listed their related operational objectives together with indicators and targets enabling to measure their achievement.

²³ The ERC Specific objective (provided by Article 3 of Council Decision 2013/743/EU of 3/12/2013) has been included by DG RTD, the parent DG, into the following global specific objective: *To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies* whilst the relevant general objective is: *A new Boost for Jobs, Growth and Investment*.

²⁴ Some ERC 2020 calls will also be launched in 2019 further to the adoption of the 2020 ERC work programme foreseen to be adopted by the Commission in June 2019.

²⁵ Namely ERC – 2019 StG- Starting Grant, ERC – 2019 CoG – Consolidator Grant, ERC – 2019 SyG – Synergy Grant and ERC – 2019 – PoC – Proof of Concept.

²⁶ Namely ERC-2018-AdG – Advanced Grant.

²⁷ Covering all successfully concluded projects *e.g.* excluding terminations, withdrawals etc.

²⁸ Indicators related to the granting process and the financial management are shown under part 4.1.2.

Objectives	Performance indicators	2019 targets	Latest known results December 2018
<u>Call management:</u> Clear and stable guidance on the application procedures provided to applicants	a) % of ineligible proposals / total proposals submitted, per call	2019 StG, CoG, AdG, calls: 1.5% 2019 SyG: 2% PoC2019: 3%	2018-StG: 1.1% 2018-CoG: 1.2% 2018-AdG: 1.1% 2018-SyG: 1% 2018-PoC-1: 0.8% 2018-PoC-2: 0.8% 2018-PoC-3: 6.3%
	b) Maximum % increase of submitted proposals from previous year by call	2019-StG: 3% 2019-CoG: 3% 2019-AdG: 0% 2019-PoC: 10% 2019-SyG: 40%	2018-StG: 2.9% 2018-CoG: -5.9% 2018-AdG: -5.3% 2018-PoC-1: -4% 2018-PoC-2: -5% 2018-PoC-3: -29.4 %
	c) % success rate per call ²⁹	2019-StG: 11.5% 2019-CoG: 11.5% 2019-AdG: 11.5% 2019-SyG: 9% 2019-PoC: 35%	2017-AdG: 12.9% 2018-StG: 13.5% 2018-CoG: 11.7% 2018-AdG: on-going 2018-SyG: 9.2% 2018-PoC-1: 42.0% 2018-PoC-2: 37.9% 2018-PoC-3: 33.7%
<u>Evaluations:</u> Feedback to all applicants on the evaluation result is timely, unbiased and transparent	Time to inform³⁰ all (average time in days)/successful applicants on the outcome of the evaluation of their application from the final date for submission of completed proposals³¹	2019-StG: 222/315 2019-CoG: 186/314 2019-AdG: 154/232 2019-SyG: 251/357 2019-PoC: 100	2017-AdG: 166/215 2018-StG: 231/280 2018-CoG: 183/285 2018-AdG: on-going 2018-SyG: 235/342 2018-PoC-1: 108 2018-PoC-2: 100 2018-PoC-3: 98
	Overall average number of remote referee reviews per proposal	All calls (except PoC): 2	2018-StG: 3.6 2018-CoG: 3.6 2018-AdG: on-going 2018-SyG: 5.5
	% of re-evaluations out of overall proposals submitted and following requests for redress	All calls: 0.1%	2018-StG: 0.1% 2018-CoG: 0% 2018-AdG: on-going 2018-SyG: 0% 2018-PoC-1: 0% 2018-PoC-2: 0% 2018-PoC-3: on-going
<u>Ethical Review:</u> To monitor that selected ERC proposals receive timely ethical clearance from competent authorities	Time to ethics clearance (average) ³²	40 days	2017 calls: 28 days 2018 calls: on-going

²⁹ This indicator is calculated as follows: (Main+ Reserve)/Evaluated proposals.

³⁰ According to Article 20.3 of the Rules for Participation and dissemination in H2020 (cf. OJ. L347 of 20/12/2013, p. 92), the ERCEA may exceed the period of 5 months from the final date for submission of complete proposals to inform all applicants of the outcome of the scientific evaluation of their application.

³¹ Indicators in bold are Key Performance Indicators, complemented by other 3 shown on p.17. They are namely: "time to inform", "time to sign grant agreements from the date of informing successful applicants", and on p. 17 "budget execution" (commitment and payments), "time to pay" and "ex-post control error rate".

³² Data relates to the pre-granting ethics review. This time span runs in parallel to the granting process.

Objectives	Performance indicators	2019 targets	Latest known results December 2018
Time to grant: ³³ To minimise the duration of the granting process aiming at ensuring a prompt implementation of the Grant Agreements through a simple and transparent grant preparation process.	Time to sign grant agreements from the date of informing successful applicants (average values)	2018-StG: 120 days 2018-CoG: 120 days 2018-AdG: 120 days 2018-SyG: 130 days 2018-PoC-3: 120 days 2019-PoC-1/2:120 days 2019-StG: 120 days	2017-StG: 90.8 ³⁴ 2017-CoG: 111.3 ³⁵ 2017-AdG: 75.4 ³⁶ 2017-PoC-2: 106.4 ³⁷ 2017-PoC-3: 95.6 ³⁸ 2018-PoC-1: 76.8 ³⁹ 2018-PoC-2: 82.1 ⁴⁰ 2018-StG: 83.8 ⁴¹ 2018-CoG: 20.3 ⁴² 2018-SyG: 50.7 ⁴³
	Time to grant ⁴⁴ measured (average) from call deadline to signature of grants ⁴⁵	2018-StG: 420 days 2018-CoG: 400 days 2018-AdG: 400 days 2018-SyG: 430 days 2018-PoC-2: 230 days 2018-PoC-3: 230days 2019-PoC-1/2:220 days 2019-StG: 435 days	2017-StG: 385.8 2017-CoG: 402.3 2017-AdG: 290.4 2017-PoC-2: 191.4 2017-PoC-3: 196.6 2018-PoC-1: 184.8 2018-PoC-2: 182.1 2018-StG: 363.8 2018-CoG: 305.3 2018-SyG: 392.7
Scientific follow-up: Timely communicate the assessment of PI's final scientific reports	% of final reports which exceeded 60 days	All calls: 3%	StG: 1.8% CoG: 0% AdG: 2.2% SyG: 0% PoC: 1.2%

3.2 Support to the ERC Scientific Council

In addition to managing the evaluation of project proposals and the ERC grant portfolio as set by the Scientific Council, the ERCEA has the legislative mandate to support the Scientific Council in all the tasks the Council performs directly⁴⁶. This requires the Agency to provide strategy support to the Scientific Council and related bodies (standing committees, working groups, task forces, ERC Board), to produce briefings, papers, reports in relation to the ERC's scientific strategy, to support the institutional relations and networking activities of the ERC President and Scientific Council members, to coordinate and support the ERC's external communication and to perform ERC programme-level monitoring and evaluation activities.

³³ Main and reserve list.

³⁴ Completion rate: 100%

³⁵ Completion rate: 100%

³⁶ Completion rate: 100%

³⁷ Completion rate: 100%

³⁸ Completion rate: 100%

³⁹ Completion rate: 98%

⁴⁰ Completion rate: 92%

⁴¹ Completion rate: 86.6%

⁴² Completion rate: 17.2%

⁴³ Completion rate: 11.1%

⁴⁴ According to Article 20.3 of the Rules for Participation and dissemination in H2020 (cf. OJ. L347 of 20/12/2013, p. 92), the ERCEA may exceed the period of 8 months from the final date for submission of complete proposals to signature of grant agreements with applicants.

⁴⁵ The target calculation excludes for reserve list proposals the time elapsed between the information and the invitation letter, in line with DG BUDG *Vade mecum*, 5.9.1 and 5.9.2.

⁴⁶ Establishment of the overall strategy for the ERC, the work programme for the implementation of ERC activities, the methods and procedures for the peer review and proposal evaluation on the basis of which the proposals to be funded are determined, its position on any matter which from a scientific perspective may enhance achievements and impact on the ERC and the quality of the research carried out, a code of conduct addressing, *inter alia* the avoidance of conflict of interest.

For 2019, the Agency has the following priorities:

- Support the Scientific Council's strategic planning, engaging with the stakeholders in the context of Horizon Europe negotiation phase.
- Support the Scientific Council with analysis and preparations for novelties that the Scientific Council is planning to introduce in the ERC work programme 2020 and 2021, specifically in relation to the ERC grant portfolio and to the ERC peer review system.
- Support the Scientific Council in view of their preparation in key events worldwide including – among others – World Economic Forum meetings in Davos, Berlin Falling Walls, European Business Summit, Global Research Summit, etc.
- Support the Scientific Council in analysing the scientific output of ERC funded projects with a particular focus on the frontier nature of the research, and any potential research breakthroughs and discoveries.
- Continue the development of ERC Research Information System (ERIS) by increasing the volume of content related to results accessible to a larger audience.

In term of output, the Agency is expected in 2019 to deliver approximately 150 briefings, 150 presentations, and 10 data analysis documents, depending on the Scientific Council's requests. A performance indicator has been established in agreement with the Scientific Council: it corresponds to the % of documents necessary for a plenary meeting that are delivered a week in advance (the benchmark of 80% has always been met). The ERCEA will also plan and organise logistics, including the timely compensation of Scientific Council members. The 2019 target is to pay all their compensations within 30 days following ERC meetings (latest known results December 2018: 100%).

PART 4. ORGANISATIONAL MANAGEMENT

4.1. Relevant objectives and indicators

4.1.1. Human Resource Management

The mission of the ERCEA HR Unit is to manage the Agency's human resources, internal communication activities and to provide logistics and infrastructure support. The unit acts as a strategic partner aligned with the Agency's objectives and priorities and actively supports management and staff in view of ensuring the smooth operations of the ERCEA.

In 2019, the main focus of the Agency's human resources management continues to be the selection and recruitment of new staff: 19 new posts are foreseen in the staff allocation of 2019 bringing the total staff number of ERCEA from 498 in 2018 to 517 in 2019. An average turnover of about 7% is expected. In preparation of the staff allocation of 2020 which foresees six additional posts for temporary agents, the ERCEA will launch major selection procedures for scientific profiles in the three scientific domains represented in the Scientific Management Department. In addition, a number of specific selection procedures, mainly for contract agent staff, will be organized throughout 2019. The HR unit will thus continue its recruitment efforts in 2019, aiming at reaching an occupation rate of at least 98% at the end of the year.

At the same time, additional efforts in retaining and motivating its staff will be put in place with a series of targeted actions, as outlined in the agency's HR strategy⁴⁷. In particular, a number of measures relating to career evolution will be undertaken⁴⁸, and others aimed at raising awareness on the psycho-social and physical wellbeing of Agency staff. The Vitality Programme will be further developed along the lines of the Commission's Fit@work health and wellbeing programme complemented with own actions oriented towards mental, physical and emotional wellbeing launched throughout the year.

Furthermore, a new Learning and Development strategy for 2019-2020 will be proposed, underlying the main principles and group activities to be carried out in the two forthcoming years, incorporating the results of the competency framework pilot project carried out in 2018.

Also the ERCEA Break-through cafés⁴⁹ will be continued with the aim to discuss in a participatory way horizontal issues that are of interest to all staff and are proposed bottom-up. In addition the Agency will further foster the ERCEA staff development and strengthen a collaborative culture among the EU Institutions through job-shadowing schemes. In this context, an agreement between the ERCEA and its parent DG has been concluded in autumn 2018 which will allow to organise job-shadowing pairs in RTD and the ERCEA, thus creating learning opportunities while fostering the collaborative culture among ERCEA and RTD staff.

The recently adopted ERCEA Internal Communication Strategy Plan - Roadmap 2018-2020⁵⁰ will serve as the main guideline for the internal communication actions. The 10th Year Anniversary of ERCEA's autonomy will be celebrated mid-2019 with a special event and a "10 Years of Service" gift is also planned for staff who has been working for 10 years in the Agency.

⁴⁷ Internal document Ares(2017)3401788.

⁴⁸ e.g. through the deployment of the competency framework and the reinforcement of the career guidance.

⁴⁹ Further to the activities/initiatives voiced by the staff during the 'Out of the Box!' campaign 2018.

⁵⁰ Internal document Ares(2018)4419238.

With regard to office space and infrastructure, the focus in 2019 will be on the consolidation of the works carried out in 2018 (move of the Agency's evaluation centre to COVE1, creation of offices on the 24th floor of COV2). No major changes are to be expected, but small improvements are envisaged. In Q3/2019 it is expected that ERCEA will occupy the 19th floor of COV2 and will abandon the 7th floor of COV2.

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

Indicator 1: Percentage of female representation in middle management

Source of data: ERCEA

Baseline (2018: 35%)	Target: 40% (2019)
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Indicator 2: Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey

Baseline (2016: 58%)	Target: 60% (2019) The implementation of a series of wellbeing actions will contribute to meeting this target in 2019
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Indicator 3: Staff engagement index

Source of data: Commission staff survey

Baseline (2016: 70%)	Target: equal or superior to 70% (2019) The implementation of a series of actions focused on staff motivation will contribute to meeting this target in 2019.
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Main outputs in 2019:

Output	Indicator	Target
To support Agency's core business by providing the required number of staff on time	Occupation rate at year end	98%

4.1.2. Financial Management: Internal control and Risk Management

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

The Agency is committed to continuously monitor and report on the compliance and effectiveness of its internal control system while being proportionate to its risks as to ensure that reasonable assurance can be given in line with the above overarching objective.

As in previous years, the ERCEA will manage in 2019 financial and non-financial risks related to the delegated programmes and to its administrative budget.

The number of payments will increase in the coming years in line with the maturity of the grant portfolio. The *ex-post* control activities related to H2020 payments are managed by the Common Audit Service (CAS), while those related to FP7 payments fall under the remit of the Agency.

The Agency has an active role in review of the audits performed by CAS through consultation process on preliminary audit reports. In addition, the Agency will continue to proactively provide guidance and support to host institutions through host institution events and visits, to ensure equal understanding of the rules by all beneficiaries.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions		
Indicator 1: ERCEA H2020 Estimated residual error rate⁵¹		
Source of data: ERCEA AAR 2017⁵²		
Baseline: 2017	Target	
Available results not representative	Below the materiality threshold of 2%	
Indicator 2: ERCEA H2020 Estimated overall amount at risk at payment for the year for the entire budget under the EAs responsibility.		
Source of data: calculated on the basis of ERCEA AAR 2017 results		
Baseline: 2017	Target	
4.25 million €	none	
Indicator 3: ERCEA H2020 Estimated future corrections		
Source of data: calculated on the basis of ERCEA AAR 2017 results		
Baseline: 2017	Target	
1.02 million €	none	
Main outputs in 2019:		
Output	Indicators	Targets
H2020 Common audit service (CAS)	<ul style="list-style-type: none"> - Participations to be launched - participapations to be closed - Completion of audit plan - Audit coverage - Review of preliminary / draft audit reports in the Agency 	<ul style="list-style-type: none"> - 190 - 190 - 100% - 5% - 100%

Regarding FP7 payments, the ERCEA manages its own *ex-post* controls on the basis of the FP7 common audit strategy. As such, ERCEA FP7 projects are part of the whole population of projects on which the FP7 common representative audit samples (CRaS 1, 2 & 3) are selected, and from which the common representative error rate is derived.

However, to draw conclusions on the legality and regularity of transactions, the ERCEA does not rely only on the results of the CRaS, since the risk profile of the "Ideas" beneficiaries is inherently lower compared to the rest of the FP7. Thus, in conformity with

⁵¹ For the definition, see the guidance "Key concepts and definitions for determining error rates, amounts at risk and estimated future corrections" at <https://myintracomm.ec.europa.eu/budgweb/EN/rep/aar/Pages/instructions.aspx>.

⁵² In agreement with its parent DG, the ERCEA applied in the context of this 2017 AAR the error rate deriving from the ERCEA FP7 programme to its H2020 expenditure for the purpose of the declaration of assurance and of calculating the Agency's estimated overall amounts at risk and their estimated future corrections

the possibilities offered by the common audit strategy, the ERCEA has adopted an alternative assessment pattern and implemented its own multi-annual *ex-post* control indicators to provide assurance to the authorising officer by delegation (AOD) on the ERC specific population. These control indicators reflect the multi-annual results of audits performed on a representative stratified sample ("ERCEA MUS1" & "ERCEA MUS2") and on a risk based sample of ERCEA expenditure.

The FP7 audit campaign has a multiannual character and has been almost completely accomplished. In 2019 remaining audits for the FP7 will be finished, allowing the assessment of the regularity and legality of the financial transactions under the programme and provide input to the annual declaration of assurance of the AOD. However, since the framework contract with the external contractor provider of audit services has expired in 2017, any necessary audit will have to be performed with in-house resources. Efforts will be deployed in order to explore any possibility to base audit conclusions on existing results, as much as possible. While maximising efficiency of own resources and minimising the administrative burdens for the beneficiary, the priority remains to ensure the sound financial management of the budget.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions		
Indicator 1: ERCEA FP7 Estimated residual error rate⁵³		
Source of data: ERCEA AAR 2017		
Baseline: 2017	Target	
0.82%	Below the materiality threshold of 2%	
Indicator 2: ERCEA FP7 Estimated overall amount at risk at payment for the year for the entire budget under the EAs responsibility.		
Source of data: calculated on the basis of ERCEA AAR 2017 results		
Baseline: 2017	Target	
11.8 million €	none	
Indicator 3: ERCEA FP7 Estimated future corrections		
Source of data: calculated on the basis of ERCEA AAR 2017 results		
Baseline: 2017	Target	
2.84 million €	none	
Main outputs in 2019:		
Output	Indicators	Targets
FP7 ERCEA <i>Ex-post</i> controls	<ul style="list-style-type: none"> - Audits launched (new + carry forward) - Audits closed - Completion of audit plan - Audit coverage 	<ul style="list-style-type: none"> - 20 - 20 - 100% - 6%-7%

⁵³ For the definition, see the guidance "Key concepts and definitions for determining error rates, amounts at risk and estimated future corrections" at <https://myintracomm.ec.europa.eu/budgweb/EN/rep/aar/Pages/instructions.aspx>.

To ensure the continuous effectiveness of its internal control system, the Agency will closely monitor on a regular basis the effective implementation of risk mitigating measures, exception requests and non-compliance events, internal control weaknesses and audit recommendations (Court of Auditors and Internal Audit Service).

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

Indicator 1: Conclusion reached on cost-effectiveness of controls

Source of data: ERCEA AAR 2017

Baseline: 2017	Target
Yes	Yes

Indicator 2 Cost of controls over operational expenditure (payments)

Baseline: 2017	Target
2.9%	Around 3% of the operational payments made

Main outputs in 2019:

Output	Indicator	Target
To ensure the effectiveness of the internal control system	Number of critical audit recommendation	0

Financial transactions are part of the core activities of the financial management of funded projects entrusted to the Grant Management Department. In the light of the parallel running of the two framework programmes and the increased volume of transactions, execution of payment credits requires a coherent and consistent interpretation of the rules and regulations and effective controls across the units while meeting performance indicators' targets summarised in the table below:

Objectives	Performance indicators	2019 Targets		Latest known results December 2018	
		H2020	FP7	H2020	FP7
To maximise execution of the operational commitment credits delegated to ERCEA by the European Commission	% execution of L1 commitment ⁵⁴	100%		100%	
	% execution of L2/L1 commitment (C8)	100%		100%	
To ensure full yearly execution of payments credits (operational budget) through careful planning and monitoring	% execution of payment credits (C1)	100%	100%	100%	100%
Minimise financial and legal transaction time for ERC beneficiaries	a) time to pay (% according to milestones & budget table specified in the Description of Work and processing payments <i>ie</i> economic target days)	Pre-financing: 95% within 30 days Interim payment: 95% within 90 days Final payment: 95% within 90 days		98.7% (average 7.3 days)	
			IP: 95% within 90 days	99.9% (average 19.2 days)	99.6% (average 28.4 days)
			FP: 95% within 90 days	99.3% (average 45 days)	98.7% (average 44 days)
	b) time to invoice (% within 5 days)	95%	95%	99.2%	94.90%
	c) time to amend (% approved or rejected within 45 days upon receipt of valid request)	85%	95%	96.1% (average 13.5 days)	99.3% (average 12.6 days)
<u>Expert management:</u> To fully execute the yearly experts' operational budget by executing efficient payment process	a) time to pay (average)	100% within 30 days		98.9% (average 11.8 days)	
	b) % of experts payments budget execution (C1)	100%		100%	
To ensure legality and regulatory of underlying transactions to support ERCEA's positive Declaration of Assurance	ERCEA FP7 specific error rate ⁵⁵		MUS residual error rate <2%		MUS residual error rate: 1.12%

During 2019, further to the review of the Commission anti-fraud strategy (CAFS), - launched in 2017 and to be finalised during the first quarter of 2019- and of the Research Family Anti-fraud strategy (RAFS), the ERCEA Anti-fraud strategy will be updated in 2019 with regards to ERCEA's administrative budget as well as the specificities of the Agency's operational budget. It will take into account in particular the H2020 internal control strategy, in coordination with the anti-fraud networks of the Research Family and OLAF.

⁵⁴ Indicators in bold are key performance indicators. They are namely: "time to inform", "time to sign grant agreements from the date of informing successful applicants", which can be found on pp. 9-10 "budget execution" (commitment and payments), "time to pay" and "ex-post control error rate".

⁵⁵ i.e. MUS ERCEA residual error rate, computed on the basis of MUS detected error rates.

Finally, the effective coordination with OLAF on detected and reported cases of serious irregularities and potential fraud will be ensured.

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

Indicator 1: Updated anti-fraud strategy of the ERCEA, elaborated on the basis of the methodology provided by OLAF⁵⁶

Source of data: ERCEA AFS

Baseline	Target
Date of the last update: 12/11/2015	The Strategy and related action plan will be reviewed upon the adoption of the new common anti-fraud strategy and research family anti-fraud strategy.

Indicator 2: Regular monitoring of the implementation of the anti-fraud strategy and reporting on its result to management

Source of data: ERCEA's AFS

Baseline	Target
2018	-Bi-annual Report to the Director on irregularities and potential fraud cases -Annual reporting to the Director on the implementation of the AFS Action Plan

Main outputs in 2019:

Output	Indicator	Target
Targeted risk assessment on fraud	Timely completion of the activity	Perform the yearly update of fraud risks and review the Anti-fraud strategy and its related action plan in 2019

4.1.3. Information management

The main objective of the Document Management Centre (DMC) is to apply the e-Domec policy at the ERCEA by fulfilling the legal obligations related to document management. To this end, the DMC assesses the risks related to document management, provides advice to services, manages access rights to official documents, trains and supports ERCEA staff in using the dedicated tools (Hermes-Ares-Noncom), shares working methods in a hybrid (paper and electronic) working environment, and contributes to the information management policy. For 2019 the DMC has as main goal to reach the established objectives concerning document management.

⁵⁶ The methodology can be found on the FPDNet website: [https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/FPDNetwork/Documents/20151022%20-%20Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies%20ARES\(2015\)4712738.pdf](https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/FPDNetwork/Documents/20151022%20-%20Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies%20ARES(2015)4712738.pdf).

Objective: Information and knowledge in the ERCEA is shared and reusable by other Commission services. Important documents are registered, filed and retrievable

Indicator 1: Percentage of registered documents that are not filed⁵⁷ (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)⁵⁸ statistics*

Baseline 2014	Target
0.95 %	0.95%

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

Source of data: *HAN statistics*

Baseline 2014	Target
87.8 %	90%

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

Source of data: *HAN statistics*

Baseline 2014	Target
33.8%	35%

Indicator 4: Implementation of a training policy to increase knowledge of EA staff (Welcoming sessions for newcomers)

Source of data: **DMC/HR – Selections and recruitment**

Baseline: 2017	Target
ERCEA indicator	75 % of newcomers to be trained ⁵⁹

Main outputs in 2019:

Output	Indicator	Target
e-Domec correspondents network activity.	Number of meetings, specific trainings, events, communication exercise toward the network.	5/ year.

4.1.4 IT

The objective of the IT unit is to timely deliver and maintain reliable IT tools, IT infrastructure and support services to underpin business processes.

The main focus for 2019 of the unit will be on:

- Collaboration with the Common Support Centre to integrate the Agency's specific requirements in the common systems in the areas of evaluation, expert and grant management of the H2020 programme. It is the strategy to converge to the

⁵⁷ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#). The indicator is to be measured via reporting tools available in Ares.

⁵⁸ Suite of tools designed to implement the [e-Domec policy rules](#).

⁵⁹ Number of training sessions/coaching given by the DMC compared with number of newcomers.

common systems and to phase out local solutions for ERCEA processes that could be completely serviced by the common systems. The most important projects will be the finalisation of the implementation of the management of the selection of the remote referees, the improvement of the financial reporting and forecasting, the implementation of a dynamic panel structure, the handling of the budget structure throughout the lifecycle of a project and the support for the ethics assessment and monitoring;

- Development and maintenance of IT systems on request of the Scientific Council (in particular for the initiatives of "Science behind the projects - (SBP)", "Qualitative Evaluation of completed ERC projects - (SAP)", "Panel Member Nominations and Competence - (PAN)" and "support the ERC Monitoring and Evaluation Strategy - (ERC ERIS)");
- Provisioning of support services for the internal users (complementary to the ITIC service) and external users (for the evaluation and expert management processes) together with logistic services;
- Maintaining a local set of IT tools to manage the administration of the Agency in the operational areas as well as resources and support services, aiming at increasing the productivity of the business operations.
- The practical implementation of the corporate systems (e-Procurement for the procurement and "Advanced Gateway to your Meetings (AGM)" for the management of meeting experts). The same convergence strategy is applied as for the eGrants system. Any local set of IT tools is phased out once the ERCEA processes could be completely serviced;
- Provisioning of a consolidated, reliable and secure IT infrastructure and the implementation of the Digital Workplace of the future;
- Maintaining and providing support for reporting, forecasting, knowledge management and business intelligence tools that are not currently supported by H2020 systems.

4.1.5 External communication

The ERCEA supports the Scientific Council in its mandate to "communicate with the scientific community, key stakeholders and the general public on the ERC's activities and achievements"⁶⁰. External communication underpins organisational management by promoting the ERC's different funding schemes, in line with the objectives of maintaining scientific excellence while addressing issues such as widening participation and gender balance. Communication actions aim to maintain and develop the reputation for excellence that the ERC has built since its creation more than ten years ago. As a European success story, communication about the achievements of the ERC forms an important part of the Commission's broader narrative about the EU's support for research and innovation. The promotion of the Horizon 2020 programme and the EU in general forms part of the ERC's communication about excellence and results. Given the wide scope of scientific domains in which ERC grantees are active, it is frequently possible to make a link in external communication actions between their research results and the Commission's policy priorities (from growth and jobs to climate action, sustainable energy, migration, security etc.). In the context of the 2019 European elections, the ERC intends next year to step up its efforts to reach out beyond the research community in order to communicate about the wider social relevance of frontier research. Celebrations to be organised around the awarding of the ERC's 10 000th grant will contribute to these efforts.

⁶⁰ Horizon 2020 Specific Programme Annex 1 – OJ L347 of 20.12.2013 p.981.

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

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

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

Source of data: Standard Eurobarometer (DG COMM budget)

Baseline: November 2014	Target: 2020
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%

Main outputs in 2019:

Output	Indicator	Target
Policy event with EP (STOA)	Number of MEPs Number of grantees	>10 >10
Participation in Scientific Congresses	Number of events Number of grantees mobilised Number of participants	5-6 >25 >15 000
Participation in popular science events	Number of events Number of grantees mobilised Number of participants	2-3 >25 >500 000
Organisation of events/ actions with key multipliers and communication partners	Host Institutions, Principal Investigators, National Contact Points, Commission Representations and other multipliers reached	At least one event/ action with each target group
Celebration of 10 000 th grant	Format tbc	October/November
ERC success stories	Number of stories shared (via website, online magazine, social media, press releases, conference brochures etc.)	>150 stories

Annual communication spending:

Baseline (2018)	Estimated commitments (2019)
540 000 EUR	565 500 EUR

Objective	Performance indicators	2019 targets	Latest known results December 2018
To raise visibility and awareness of the European and worldwide scientific community and policy makers on ERC and its funding opportunities, key developments and project results ⁶¹	Number of ERC website visitors	600 000 visitors	611 506 visitors
	ERC Press coverage (number of articles/interviews mentioning ERC published and print circulation)	10-15 000 media items mentioning the ERC 80 million copies	14 700 media items mentioning the ERC 148.8 million copies
	Social media followers	60 000 Twitter followers 25 000 Facebook likes	55 900 Twitter followers 24 960 Facebook likes

4.1.6 Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the Executive Agency

The identification, nomination and recruitment of remote referees for the step 2 of the ERC evaluation process is critical for the quality of the evaluation and a high-volume and high-importance task both for ERC panel members and scientific officers (SOs). Providing assistance to panel members in selecting the most appropriate experts for the remote referee task can significantly increase the rate of successfully recruited remote referees and therefore improve the efficiency and economy of the related tasks of SOs. The IT Business Process group of the Scientific Management Department is therefore collaborating with an external contractor to devise a system based on machine learning algorithms to provide panel members with lists of the most appropriate experts for each and every proposal. The development is currently ongoing and the AdG2018 call is the first call where 10 panels will be provided with this tool and where feedback on the quality of the suggestions will be sought from panel members.

Moreover, the Scientific Management Department has recently started putting in place tools using machine learning algorithms developed by the Data Analysis team to improve the efficiency of operations⁶². The Scientific Management Department will keep this initiative on-going in the future to investigate which part of the operations could benefit from such artificial intelligence (A.I.) and machine learning techniques to improve the efficiency and the economy of the evaluation process.

Further to the green light of the ERC Scientific Council and the Commission⁶³ to a pilot on the use of simplified forms of funding for the grants managed by ERCEA the Agency will implement the PoC grants in form of a lump sum (150 000€) for the 2019 call, which will represent around 167 projects over the three deadlines. This is expected to improve the efficiency of the administrative and financial management of these grants, especially

⁶¹ This operational objective concerning ERC communication activities contributes to some extent to DG RTD's specific objective *to translate Europe's strengths in science and technology into a global voice*.

⁶² For example, the following tools were developed for SyG2018: a classifier, using supervised learning technique on passed SyG2012-2013 data, to provide SOs with an automatic assignment of submitted proposals to panels; a bi-clustering procedure using a "bootstrapping" technique to support SOs in the assignment of experts to proposals; and a software to create an optimized timetable for the panel interviews.

⁶³ Cf. Commission Decision C(2018)5960 of 18 September 2018 authorising the use of reimbursement on the basis of a lump sum for ERC PoC actions under the H2020 FP for research and innovation

from a beneficiary's point of view, by removing the obligations for documenting and reporting costs as well as financial audits.

4.2. Operating budget, staff and operational appropriations

4.2.1. Operating budget

Budget title		EU contribution	EFTA/EEA contribution	Third countries' Contributions	Total appropriations (€ million)
Title 1	Staff expenditure	38 921 945	926 349	600 256	40 448 550
Title 2	Infrastructure and operating expenditure	7 867 136	187 268	121 346	8 175 750
Title 3	Programme support expenditure	2 601 103	61 953	40 144	2 703 200
Total		49 390 184	1 175 570⁶⁴	761 746	51 327 500

Objective	Performance indicator	2019 Target	Latest known results December 2018	
			Budget 2018 (C1)	Budget 2017(C1+C8)
To ensure sound financial management of ERCEA's operating budget as well as the regularity and legality of its underlying transactions	% budget execution commitments	99%	99.6%	
	% budget execution payments	99%		99.5%
	% of error in transactions related to staff expenditure (salaries) detected through ex-ante checks	1.5%	0.5%	
	Time to pay	<15 days	12.9 days	
	Number (and % of total) of late payments for the administrative budget	<20 (<1%)	25 (1.7%)	
	No material findings related to the sound financial management and legality and regularity of budget's underlying transactions in the financial report of the CoA	None		

⁶⁴ DG RTD informed the Executive Agencies in May 2018 of an update of the EFTA rate (2.38%). Therefore, the figures for EFTA and third countries contribution differ from the ones of the Financial Fiche 2019 while the total EA operating budget remains the same.

4.2.2. Human resources

The following figures are indicative.

Programmes	Staff (EU Budget)					
	TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
FP7						
FP7	21	4	56	3	81	15.9%
Management and administrative support	1	0	5	0	6	1.2%
Subtotal	22	4	61	3	86	17.1%
H2020						
H2020	101	15	282	10	392	77.3%
Management and Administrative Support	4	1	25		29	5.6%
Subtotal	105	16	307	10	422	82.9%
Total	127	20	368	13⁶⁵	508	100%

Staff financed by contributions from EFTA and/or third countries

Staff allocated to operational activities	9
Staff allocated to management and administration	0
Total	9

⁶⁵ Eight SNE posts have been transformed into CA posts.

4.2.3. Delegated operational appropriations

Budget lines		Commitment appropriations (million €)			Payment appropriations (million €)		
		EU Budget	EFTA/EEA	Total	EU Budget	EFTA/EEA	Total
FP7							
Budget line	08.025100	/	/	/	257 297 659	6 123 685	263 421 344
H2020							
Budget line	08.020101	1 969 672 172	46 878 198	2 016 550 370	1 624 989 887	38.674.759	1.663.664.646
Total of the operational budget managed by the Executive Agency:		1 969 672 172	46 878 198	2 016 550 370	1.882.287.546	44.798.444	1.927.085.990