



Management Plan 2018

DG RTD



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INTRODUCTION

DG RTD is a leading actor in the area of Research and Innovation (R&I) in Europe: its policies and programmes underpin the R&I landscape in Europe and beyond. DG RTD's objectives, as laid out in its Strategic Plan 2016-2020, fully contribute to all Ten Priorities of President Juncker.

Making Research and Innovation a central part of policymaking at national and EU level

R&I is essential for addressing the societal challenges and in enabling growth and jobs.

A recent Commission report on 'the economic rationale for public R&I funding and its impact'¹ concluded that public investment in R&I acts as a catalyst to boost private R&I activities and overall economic growth. The report underlined that the role of public R&I investment is especially important in light of today's rapidly changing and riskier innovation landscape.

In 2018, DG RTD will continue to monitor the Member States R&I investment towards the achievement of the Europe 2020 Innovation Union target of 3% of EU GDP invested in R&D (combined public and private investment).

Meanwhile, DG RTD will continue to work with the Member States to improve the levels and quality of public R&I investment. It will do so through the European Semester of economic policy co-ordination; the Horizon 2020 Policy Support Facility (PSF) to support the design, implementation and evaluation of national R&I reforms; and through the continuing development of the European Research Area (ERA).

In 2018, DG RTD will work together with DG REGIO to reinforce the synergies, alignment and compatibility between the European Structural and Investment Funds (ESIF) and the framework programme for research and innovation (FP9) under the new MFF.

In addition, DG RTD will seek further synergies between FP9 and other funds such as EFSI, CAP, CEF, ETS and EDF under the new MFF.

DG RTD will also continue to support the Commission with high quality, timely and independent scientific advice for its policy-making activities through the Scientific Advice Mechanism (SAM).

The cross-cutting nature of R&I and its impact on a wide range of EU Policies is evident by the nature of some of the thematic initiatives undertaken by DG RTD. Two such initiatives are planned for 2018:

(1) A Commission Communication on a Revision of the EU Bioeconomy Strategy and Action Plan with RTD in the lead and with the collaboration of AGRI, MARE, GROW and ENV. This initiative is formulated under the new EU Industrial Policy Communication² and contributes to the Commission's circular economy objectives, as well as the energy and climate change challenges.

(2) A Communication on 'Improving Health Security in the EU – a one health approach to counteracting the threat from infectious diseases', in collaboration with DG SANTE.

¹<https://publications.europa.eu/en/publication-detail/-/publication/0635b07f-07bb-11e7-8a35-01aa75ed71a1/language-en>

² <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM:2017:479:FIN>

Creating the right framework conditions for science and innovation in Europe to flourish

DG RTD is implementing a 3 O's policy: Open Innovation, Open Science and Open to the World.

- *Open innovation*

DG RTD will continue its deliberations with the High level Group of Innovators towards the establishment of a European Innovation Council (EIC) whose ultimate goal is to boost Europe's performance in breakthrough, market-creating innovation.

DG RTD initiatives aim to ensure that European innovators can survive, thrive and capitalise on the results of European research ('*Open Innovation*'). One such initiative is the Pan-European Venture Capital Funds-of-Funds (FoF) Programme, which is a priority action under the Commission's Capital Markets Union. The funds-of-funds selected in 2017 are expected to start investing in venture capital funds in the course of 2018.

Within the framework of modernising state aid, DG RTD and DG COMP will continue their discussions on the possibility to make state aid rules simpler to implement and more competitiveness-friendly.

DG RTD also works to ensure a smooth flow of project results relevant to standardisation to the appropriate bodies; and more generally, on how the role of Industry, the Commission and the standardisation bodies can be enhanced in this respect. Particularly important are standards supporting the digitisation of industry.

The Innovation Principle was introduced by the Commission in 2017, under a Task Force of DG RTD, with the purpose of systematically assessing the impact of new EU policy and legislative initiatives on innovation. As from the adoption of the Commission Work Programme 2018, future initiatives will be screened to identify those where the innovation principle could be implemented.

Two Innovation Deals (IDs) have thus far been initiated with the participation of DG RTD: One on wastewater treatment and reuse, and one on utilisation of used propulsion batteries as stationary energy storage. In 2018, DG RTD will evaluate these two IDs as mandated by the Competitiveness Council of 2016 and will explore the set-up of additional ones.

Innovation procurement schemes have been introduced in H2020 as new instruments to address societal challenges and to support European Industrial leadership. There are two kinds of schemes: (1) Pre-commercial public procurement (PCP), which is procurement of R&D services; and (2) Procurement of innovative solutions (PPI) which mobilises public entities to act as a launch customer for innovative goods or services not yet available on a large-scale. In 2018, DG RTD will continue to explore ways of improving these schemes under FP9.

- *Open Science*

DG RTD is involved in initiatives aiming to increase the impact of European science and bring together the digital and the physical worlds ('*Open Science*'). The European Open Science Cloud (EOSC) is an example of such initiatives. Once set up, the EOSC will offer European researchers and professionals in science and technology a virtual environment with free, open and seamless services.

As noted in the 'European Code of Conduct for Research integrity', good research practices are based on the fundamental principles of research integrity: reliability, honesty, respect, accountability. In 2018, DG RTD will continue to promote this code of conduct by monitoring that it is adhered to within Horizon 2020 projects, by funding of specific research in this area, and by fostering cooperation between Member States and third countries.

- Open to the World

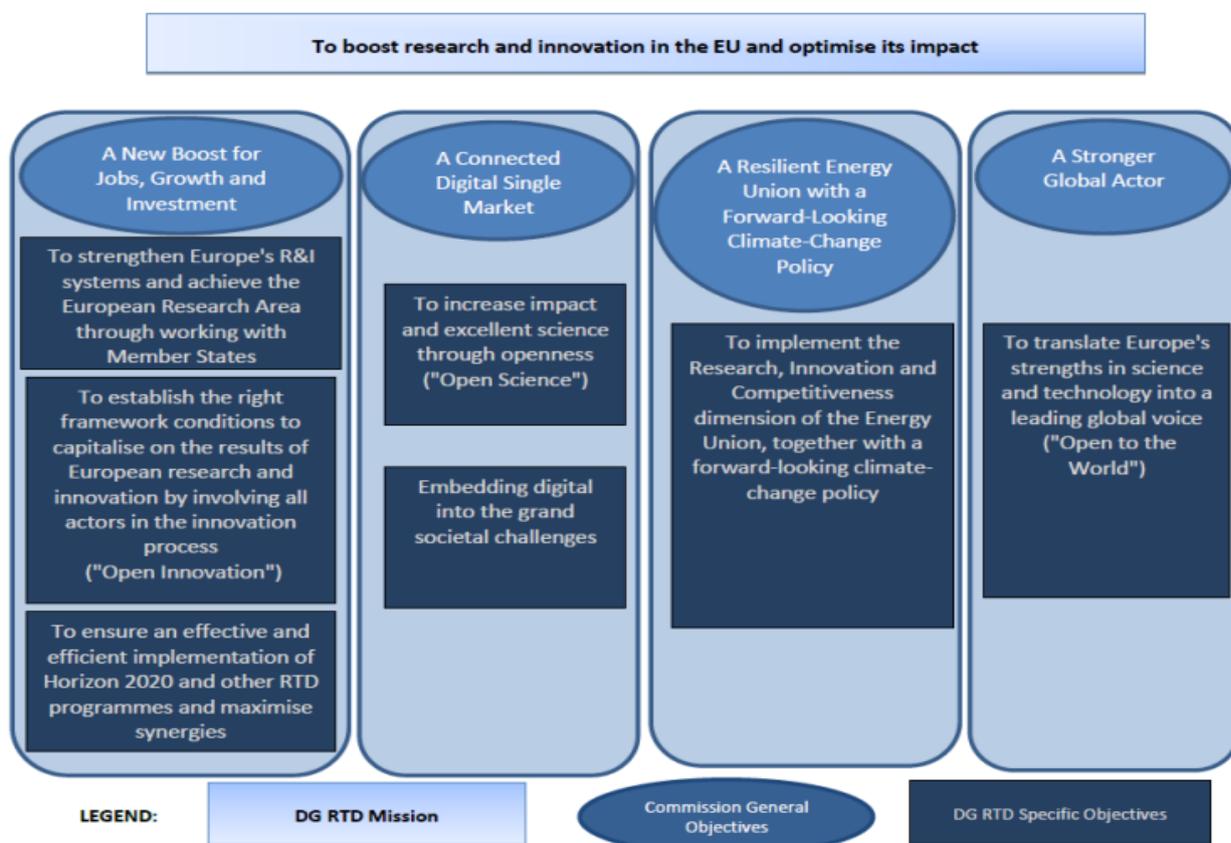
DG RTD aims to establish the European Union as a leading global voice in the area of R&I ('Open to the world'). In 2018, DG RTD will continue its international cooperation activities. Furthermore, DG RTD will continue to participate in international forums, such as the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), and Mission Innovation (MI) – a global initiative on clean energy innovation, the Steering Committee of which DG RTD is chairing from March 2017 until June 2018.

Funding Research and Innovation through Framework Programmes

The Horizon 2020 Work Programme 2018-2020, with €30bn available for research and innovation, is the largest ever, and includes €2.7 billion to kick-start the aforementioned European Innovation Council (EIC).

Horizon 2020 was highly praised by its Interim Evaluation Report³, while the report 'LAB – FAB – APP – Investing in the European future we want'⁴, written by an independent High Level Group led by Pascal Lamy ('Lamy' report), emphasised that 'investing in research and innovation is increasingly crucial for shaping a better European future in a rapidly globalising world...'.

In 2018, as part of the new MFF, DG RTD will contribute to various preparatory documents and, most importantly, it will produce the policy package for the future Framework Programme for Research and Innovation (FP9) in collaboration with the other members of the Research Family.



³ https://ec.europa.eu/info/publications/interim-evaluation-horizon-2020_fr

⁴ http://ec.europa.eu/research/evaluations/index_en.cfm?pg=hlg

PART 1. MAIN OUTPUTS FOR THE YEAR

1. A New Boost for Jobs, Growth and Investment

1.1: To strengthen Europe's R&I systems and achieve the European Research Area through working with Member States

Public R&I Investment- a catalyst for economic growth

A recent Commission report on 'the economic rationale for public R&I funding and its impact' concluded that public investment in R&I acts as a catalyst to boost private R&I activities and overall economic growth. The report underlined that the role of public R&I investment is especially important in light of today's rapidly changing and riskier innovation landscape.

In 2018, DG RTD will continue to monitor the Member States R&I investment towards the achievement of the Europe 2020 Innovation Union target of 3% of EU GDP invested in R&D (combined public and private investment).

The existing partnerships with OECD (in the form of a Memorandum of Understanding signed in 2017), the European Investment Bank and other international organisations, such as the World Economic Forum and the World Bank will be reinforced during 2018. An example of this will be the release of the new European Commission (RTD)-OECD joint survey on science, technology and innovation policies, accompanied by a new and interactive database at the service of policy-makers at national and EU level.

In addition, DG RTD will release in 2018 its biennial flagship report "Science, Research and Innovation performance of the EU". The Report will present Europe's R&I performance and its drivers and create a robust narrative that speaks to an audience of both R&I and Economics and Finance policy-makers and analysts.

- *Synergies with the Structural and Other Funds*

In 2018, DG RTD will work together with DG REGIO to reinforce the synergies, alignment and compatibility between the European Structural and Investment Funds (ESIF) and the framework programme for research and innovation (FP9) under the new MFF.

Moreover, DG RTD will actively contribute to the Implementation of the Communication 'Strengthening Innovation in Europe's Regions: Strategies for resilient, inclusive and sustainable growth' (COM(2017)376 of 18 July 2017). It will do this through hands-on support of the selection and running of pilot actions and through its contribution to the envisaged actions under the synergy chapter, particularly when it comes to clarifying the combination of funds in relation to state aid, public procurement and interregional cooperation.

Synergies between FP9 and other EU Programmes such as EFSI, CAP, CEF, the European Development Fund and the new Emission Trading Scheme (ETS) Innovation Fund will also be pursued under the new MFF.

European Semester

DG RTD will continue to contribute actively to the European Semester, notably through the Country Reports and Country Specific Recommendations. In the country reports, DG RTD will identify each country's key R&I policy challenges (i.e. the main bottlenecks impeding the full contribution of research and innovation to growth) and provide an assessment of the policy response to these challenges. Reinforced in-depth dialogue with the Member States will take place around the identified European Semester challenges and policy responses with a view to maximising the ownership of the process by Member

States, the richness of the analysis and the impact of the recommendations that will stem from it.

Horizon 2020 Policy Support Facility

DG RTD, through its Horizon 2020 Policy Support Facility (PSF), provides services to Member States and countries associated to Horizon 2020 in their efforts to design, implement and evaluate reforms to their national research and innovation systems. These services can take the form of Peer Reviews, Specific Support or Mutual Learning Exercises. The Strategic Plan foresaw 10 PSF actions per year but, due to the high interest from Member States and countries associated to Horizon 2020, there will be 14 actions carried out in 2018.

European Research Area

In 2018, DG RTD will prepare a report on the implementation of the European Research Infrastructures Consortium (ERIC) Regulation. This second Implementation Report will be submitted to the College and will show substantial progress with respect to the uptake of the ERIC Regulation by the Member States and the growing interest in using the ERIC legal instrument for setting up pan-European Research Infrastructures.

Encouraging effective innovation and investment in thematic areas

- *Bioeconomy and the circular economy*

As announced in the Commission Work Programme 2018, DG RTD with AGRI, MARE, GROW and ENV will produce in 2018 a 'Commission Communication on a Revised EU Bioeconomy Strategy and Action Plan', contributing to the Commission's circular economy objectives under the 'new boost for jobs, growth and investment' priority, as well as the new EU Industrial Policy Communication⁵.

The Commission first adopted its Bioeconomy Strategy in March 2012⁶. Following a recent review of this strategy in 2017⁷ and in light of the new political context stemming from the establishment of the United Nations Sustainable Development Goals (SDG) and the Paris Agreement of 25 September 2015, DG RTD in close collaboration with relevant Commission services will update the Commission's Bioeconomy Strategy and Action Plan to optimise the contribution of the bioeconomy to the Commission's renewed Industrial Policy and the Circular Economy.

In the context of the 'Circular Economy package to boost innovation, jobs and growth' listed in President Juncker's letter of intent, DG RTD will lead in the set-up of Strategic Research and Innovation Agenda's in the areas of Plastics, Nutrients, and Urban Water.

- *Industrial Research and Innovation Infrastructures*

As part of the impact assessment for FP9, the Commission has asked a High-Level Strategy Group on Industrial Technologies to review the European approach to Key Enabling Technologies and advice on how to position industrial technologies in the future innovation environment.

⁵ <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM:2017:479:FIN>

⁶ <http://ec.europa.eu/research/bioeconomy/index.cfm?pg=policy&lib=strategy>

⁷ SWD(2017) 374

Within this context, in 2018 DG RTD with the possible cooperation of GROW and CNECT will consider the drafting of a Staff Working Document on a European strategy for industry-oriented R&I infrastructures. This strategy, if adopted, would cover, among others, aviation R&I infrastructures (e.g. wind tunnels, engine test-benches, propulsion test and aeroacoustics testing facilities).

- *Batteries*

President Juncker, in his State of the Union speech, declared that '*batteries embody our ambition, to help our industries remain or become world leaders in innovation, digitisation and decarbonisation*'. A strategic plan is foreseen early next year. This could take the form of a comprehensive roadmap for an EU Battery Alliance, to be presented in February 2018 at the Clean Energy Industrial Forum as part of the EU Industry Days.

DG RTD will contribute to the setup of R&I priorities on batteries for the short-term and support R&I for the next generation of batteries, notably within the context of the Strategic Transport, Research and Innovation Agenda, with a strategic paper developing an approach to accelerate progress towards batteries electro-chemistry and production in Europe.

- *Action Plan on Vaccination*

DG RTD will contribute to the 'Action Plan on Vaccination' led by DG SANTE. The deliverable for 2018 will be a Council Recommendation addressing the major challenges vaccination programmes face: declining coverage, supply shortages and growing vaccine hesitancy.

- *Improving Health Security against infectious diseases*

DG RTD continuously seeks to reinforce the EU's role as a global actor in health security and to build stronger synergies with its Member States and with international organisations for rapid coordinated research related responses, such as was the case when addressing the recent Ebola and Zika outbreaks.

In today's globalised world, infectious diseases can easily travel and cross borders. In response to this global threat, DG RTD, working with DG SANTE, will produce in 2018 a Communication on 'Improving Health Security in the EU - a one health approach to counteracting the threat from infectious diseases'.

1.2: To establish the right framework conditions to capitalise on the results of European research and innovation by involving all actors in the innovation process ("Open Innovation")

Boosting investment and innovation

- *European Innovation Council*

DG RTD will continue its deliberations with the High level Group of Innovators towards the establishment of a European Innovation Council (EIC) whose ultimate goal is to boost Europe's performance in breakthrough, market-creating innovation. DG RTD will continue the pilot phase of the EIC under Horizon 2020, with further simplifications and an efficient monitoring system and at the same time lead the discussions to include the EIC under FP9 with specific proposals. €2.7bn from the 2018-2020 Work Programme will be used for the EIC pilot.

- *European Fund of Funds*

The Pan-European Venture Capital Funds-of-Funds (FoF) Programme is a priority action under the Commission's Capital Markets Union. The H2020 access to risk finance budget line contributes to the Pan-European Venture Capital Funds-of-Funds (FoF) in the frame

of the InnovFin equity financial instrument. The funds-of-funds selected in 2017 are expected to start investing in venture capital funds in the course of 2018.

Identifying regulatory obstacles to investment in innovation

On February 2017, DG RTD set up an intra-DG 'Task Force on the Innovation Principle'. The 'Innovation Principle' and an associated 'R&I Tool' were introduced by the Commission in 2017 with the purpose of systematically assessing the impact of new EU policy and legislative initiatives on innovation.

The Commission has been piloting the application of the Innovation Principle in the Commission Work Programme 2017, through the application of the revised 'R&I Tool' in the impact assessments of six legislative and two policy initiatives. The completion of this work is expected in the first quarter of 2018 with the adoption of the pilot initiatives. As from the adoption of the Commission Work Programme 2018, future initiatives will be screened to identify those where the innovation principle could be implemented.

Innovation Deals were first introduced by the Commission Communication 'Closing the loop – An EU action plan for the circular economy' as a pilot approach to help innovators facing regulatory obstacles (e.g. ambiguous legal provisions), by setting up agreements with stakeholders and public authorities. Two such Innovation Deals (IDs) have thus far been initiated with the participation of DG RTD: One on waste water treatment and reuse, and one on utilisation of used propulsion batteries as stationary energy storage. In 2018, DG RTD will evaluate these two IDs as mandated by the Competitiveness Council of 2016 and at the same time, continue the development of new IDs with a renewed and improved approach following the experience and lessons learnt from the existing ones.

In addition to the Innovation Principle and the Innovation Deals, DG RTD will intervene at the nascent state of development of regulatory frameworks for new and emerging technologies and innovations to ensure a-priori the conditions for these potential Innovations to come to market.

Innovation procurement schemes have been introduced in H2020 as new instruments to address societal challenges and to support European Industrial leadership. There are two kinds of schemes: (1) Pre-commercial public procurement (PCP), which is procurement of R&D services; and (2) Procurement of innovative solutions (PPI) which mobilises public entities to act as a launch customer for innovative goods or services not yet available on a large-scale. In 2018, DG RTD will continue to explore ways of improving these schemes under FP9.

Within the framework of modernising state aid, DG RTD and DG COMP will continue their discussions on the possibility to make state aid rules simpler to implement and more competitiveness-friendly.

DG RTD works to ensure a smooth flow of project results relevant to standardisation to the appropriate bodies; and more generally, on how the role of industry, Commission and the standardisation bodies can be enhanced in this respect. Particularly important are standards supporting the digitisation of industry.

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

Horizon 2020

DG RTD will continue to implement Horizon 2020, together with the other members of the Research Family. The 2018-2020 work Programme is the biggest ever, with €30bn available to support research and innovation. The interim evaluation of Horizon 2020 shows the added-value of the programme as well as the value of the simplifications introduced and the efficiency of its implementation.

Furthermore, in 2018 DG RTD will start exploring ways of simplifying funding rules under the new MFF, notably through 'lump sum funding'. This method will be tested in two pilot calls in 2018.

Euratom

DG RTD implements the 2014-2018 Euratom Research and Training Programme together with the JRC. The 2018 work programme is therefore the last one under the current legislation. Before the end of 2017, the Commission will adopt a proposal for a Council regulation to extend the Euratom programme to 2019-2020 and a new work programme covering this period will be proposed in 2018.

Research for Coal and Steel (RFCS)

A revision of the Council Decision 2003/76/EC is ongoing to allow the reuse of de-committed money to maintain acceptable levels of funding for RFCS projects.

In 2018, DG RTD expects to fund about 25 new projects with EUR 27 million and organise a high-level seminar on 'European steel: the wind of change' in Brussels on 31 January 2018.

A new Framework Programme for Research and Innovation – FP9

One of the key deliverables in 2018 will be the policy package for the future Framework Programme for Research and Innovation (FP9).

The European Parliament ITRE committee, in its recommendations on FP9, highlighted that the 'EU has the potential to become a world-leading global centre for research and science; believes, furthermore, that in order to promote growth, jobs and innovation to this end, FP9 has to become a top priority for Europe'.

Building on the success of Horizon 2020, and following the recommendations of the Interim Horizon 2020 evaluation, the 'Lamy' and ITRE committee reports, and in the spirit of the 'White Paper on the Future of Europe' which identifies innovation as a priority for Europe's future, DG RTD will seek to establish FP9 as *the* R&I programme of reference in Europe with a scale and scope that will influence several EU policies.

In the context of FP9, there will be continuing discussions on the establishment of a European Innovation Council (EIC). During these discussions, DG RTD will seek to establish the EIC as a true one-stop shop for innovation funding in Europe; bringing together existing instruments (e.g. the SME Instrument, inducement prizes, FET-Open and Fast Track to Innovation) and funding breakthrough, market-creating innovations from any technology or sector.

Contribution to the e-governance and e-procurement of new generation programmes

Beyond the Research and Innovation Framework Programme, DG RTD will contribute to the areas of e-governance and e-procurement for the new generation programmes to come under the new Multi-Annual Financial Framework.

In 2018, the Common Support Centre (CSC) for Horizon 2020, an integral part of DG RTD, will be leading the Commission's efforts to establish corporate-wide eGrant and eProcurement procedures and Informatics tools.

The key deliverable in 2018 will be the 'Funding and Tenders' portal that brings together all the Commission's grant and procurement opportunities. The Portal will host, among other services and components, the Organisation Register supporting the corporate validation services entrusted by the Commission to the Research Executive Agency (REA).

2. A Connected Digital Single Market

2.1: To increase impact and excellent science through openness ("Open Science")

Open Science Cloud

DG RTD will prepare the launch of the European Open Science Cloud. The Cloud will be funded through the INFRAEOSC call in the Horizon 2020 Work Programme 2018-20 with a total budget of EUR 150-180 million (RTD only figure, excluding CNECT budget and pending on decision on 2020 topics). Once set up, this Cloud will offer 1.7 million European researchers and 70 million professionals in science and technology a virtual environment with free, open and seamless services for storage, management analysis and re-use of the data that are linked to their research activities, across borders and scientific disciplines. It will support the development of "big data" in research and innovation.

In 2018, as part of the '2nd Data Package' COM (2017)495, DG RTD will issue a revision of the 'Recommendation on access to and preservation of scientific information'.

Open Access and Open Data

DG RTD will also further develop, monitor and implement Open Access and Open Data policies and prepare its mainstreaming for FP9, and promote DG RTD's position on the copyright exception for Text and Data Mining under the proposed EU copyright legislation.

Research Integrity

As noted in the '[European Code of Conduct for Research integrity](#)', good research practices are based on the fundamental principles of research integrity: reliability, honesty, respect, accountability. In 2018, DG RTD will continue to promote this code of conduct by monitoring that it is adhered to within Horizon 2020 projects; by funding of specific research in this area; and by fostering cooperation between Member States and third countries.

Supporting the Commission with high quality, timely and independent scientific advice for its policy-making activities Scientific Advice Mechanism (SAM)

The Scientific Advice Mechanism (SAM) High Level Group (HLG) continues to work closely with the Science Advice for Policy by European Academies consortium (SAPEA) to deliver high quality, independent and interdisciplinary scientific advice to the College of European Commissioners.

Two outputs are planned for 2018, relating to (1) Plant Protection Products and (2) Carbon Capture and Utilisation Technologies.

2.2: Embedding digital into the grand societal challenges

In 2018, DG RTD will contribute to the DigiCare implementation, through launching pilots for testing and scaling up data-sharing platforms for genomic, molecular and other relevant health data.

In the spring of 2018, as part of the 'Europe on the move' initiative and the Mobility III package, the Commission will present its vision on Connected and Automated Mobility. DG RTD will contribute to the related strategic Research and Innovation aspects.

3. A Resilient Energy Union with a Forward-Looking Climate Change Policy

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

Strategic Energy Technology (SET) Plan and Strategic Transport Research & Innovation Agenda (STRIA)

In 2018, DG RTD will provide update and progress status on the implementation of the Strategic Energy Technology Plan (SET Plan). DG RTD will deliver four out of the seven Implementation Plans (IPs) it is responsible for; in particular the Ocean, Off-Shore Wind, Geothermal and nuclear safety.

Within the framework of the Energy Union strategy and the need for an integrated strategy for research, innovation and competitiveness to deliver its overarching objectives of decarbonisation, energy efficiency and independence, in 2018, DG RTD will contribute to the set up the Strategic Transport Research & Innovation Agenda (STRIA) Governance.

Energy Union Integrated Strategy in Research, Innovation and Competitiveness

In 2018, DG RTD will contribute to the Communication on the State of the Energy Union through its continued coordination of the Inter-Service Group dedicated to the implementation of the 20 actions in the Accelerating Clean Energy Innovation (ACEI) Communication (COM(2016) 763 final).

DG RTD will also contribute to the Communication on the future of EU energy and climate policy, including on the future of the Euratom Treaty and on the possible use of Article 192(2), second subparagraph TFEU (ENER/CLIMA in the lead)) as well as to the review of the EU Adaptation Strategy.

Mission Innovation

The European Union joined Mission Innovation (MI) in June 2016 on the occasion of its first ministerial meeting. MI is a global initiative on clean energy innovation, launched during the United Nations Climate Change Conference 2015 (COP21) in Paris with the aim of reinvigorating and accelerating public and private global clean energy innovation. DG RTD coordinates the input of the Commission to the initiative; it provides strategic guidance through leadership of the Steering Committee (chair from March 2017 to June 2018), and also provides operational support to the MI Secretariat. Moreover, it contributes to its seven clean energy Innovation Challenges two of which it leads. In 2018, DG RTD will have the lead responsibility for the third ministerial meeting in cooperation with a coalition of Nordic countries. DG RTD will ensure that the 'Clean Energy Innovation and Industrial Forum' taking place before the MI Ministerial meeting (February 2018 during Industry Days) will serve as a springboard to assert EU industrial leadership during the MI ministerial meeting.

Intergovernmental Panel on Climate Change (IPCC)

In 2018, representing the European Commission at IPCC sessions, DG RTD will work towards an ambitious and informative special report on 1.5°C warming, as part of the 6th Assessment Report cycle, to be approved by Autumn 2018, as required by the Paris Agreement of UNFCCC.

Sustainable Europe

In 2018 DG RTD will contribute to the drafting of the Reflection Paper '*Towards a Sustainable Europe by 2030, on the follow-up to the UN Sustainable Development Goals, including on the Paris Agreement on Climate Change.*'

4. A Stronger Global Actor

4.1: To translate Europe's strengths in science and technology into a leading global voice ("Open to the World")

Following the adoption of the basic act for the Partnership for Research and Innovation in the Mediterranean Area (PRIMA) in 2017, DG RTD will prepare the launch of the initiative in 2018, providing all the necessary technical and administrative support. The Partnership will then start work, aiming to develop innovative solutions for sustainable water management and food production.

In 2018, DG RTD will also lead the preparation of a Commission Decision on a Joint Declaration with the ministers participating in the Second Arctic Science Ministerial Summit. The aim is to increase capacity to respond to major challenges in the Arctic and encourage further scientific cooperation among a large number of countries and representatives of indigenous peoples.

In 2018, DG RTD will lead the work on the IPBES assessments and work programme beyond 2018 with DG ENV as co-lead. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) is an independent international intergovernmental body, which provides policymakers with objective scientific assessments about the state of knowledge regarding the planet's biodiversity, ecosystems and the benefits they provide to people, as well as the tools and methods to protect and sustainably use these vital natural assets.

The Mission Innovation (MI) initiative, a global initiative already mentioned under Specific Objective 3.1, is an example of DG RTD's global role and leadership. As mentioned earlier, in 2018, DG RTD will oversee the Third Ministerial Meeting and chair the Steering Committee until June 2018.

During 2018, DG RTD will continue co-leading bilateral science and technology cooperation committees and high level regional policy dialogues with improvements in framework conditions high on the agendas addressing issues such as co-funding mechanisms, reciprocity in access, and synergies with other policy areas.

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

The main outputs for 2018 in Human Resources Management will be to:

- Develop the RTD strategy to implement the new Commission's HR and Logistics delivery model.
- Continue to review and revise the organisation structure and resource allocation to ensure that these reflect policy priorities [continuing the existing HR reporting and benchmarking on the use of resources for allocating the staff cut targets in line with priorities decided by the DG, at the same time ensuring a well-balanced distribution of workload among staff; and identifying areas for redeployment of staff];
- Lead actions to improve motivation in the DG [better and more proportionate staff allocation and more balanced workload; well-being at the workplace; better management culture];
- Contribute to ensuring that the right skills are available for RTD as a policy DG [2018 learning and development strategy, talent management 2018, new professional careers designed based on results of focus groups discussions, improving managing culture and abilities of our managers];
- Staff-survey 2018 – analysis of results and follow up.

For DG RTD, the exercise of rebalancing of staff workload has been especially challenging given the taxation of its staff numbers following the delegation of the implementation of part of the Horizon 2020 to Executive Agencies and other Implementing Bodies, the Commission staff cuts and redeployment tax; and due to the DG's own reshaping as a Policy DG.

As from January 2018, the reorganisation of the Administrative and Financial Units (AFU) in DG RTD will take effect. The AFU units have been in place in each directorate to provide administrative and financial support to each thematic Director. With the outsourcing of a large part of Horizon 2020 to Executive Agencies, and the gradual reduction of FP7 legacy, the workload for these Units has diminished. From 1st of January 2018, the currently existing seven such Units will be reduced to three; these three Units will be organised so as to improve overall efficiency and to guarantee the finalisation of FP7 legacy and part of H2020 still managed in house.

A learning and development programme will help to better adapt staff skills to policy activities.

DG RTD has already reached the target of 40% female middle managers well before the new objective set for 2019. Nevertheless, DG RTD will continue to encourage talented female colleagues to apply for middle management posts, which will become vacant in 2018, mainly due to retirements, in order to reach the quantitative target of first female appointments at middle management level by 1 November 2019⁸. To this end, DG RTD will give more emphasis on the participation of female colleagues in its talent management programme - a program already in place from previous years, aiming to create a pool of talents (male and female).

⁸ SEC(2017)359

Furthermore, DG RTD will continue to participate in the Mandatory Inter-Mobility Commission exercise for Heads of Units having spent more than 10 years in the same DG; and in the Voluntary Inter-Mobility of Heads of Unit launched in November 2017 by DG HR.

DG RTD will communicate to staff all the actions taken following the results of the Staff Survey of 2016 and will continue its efforts to increase staff commitment and wellbeing. In addition, DG RTD will analyse and monitor the results of the next Staff Survey to be launched by DG HR in 2018.

Actions within the new fit@work action 2017-2020 will be implemented for DG RTD staff with the assistance of AMC 2. The specific target for DG RTD would be to create a wellbeing space in the Orban building, which would facilitate the organisation of fit@work events.

Depending on their nature, HR matters will be communicated to staff through various channels including emails, notes, newsletters, lunch conferences or posting on the DG RTD Intranet. Furthermore, an Internal Communication strategy will be developed in 2018 to raise awareness among the DG's staff of, inter-alia, the rationale of Research and Innovation priorities. The Internal Communication strategy will also aim to foster knowledge and information sharing and staff engagement in a two-way communication process, thus facilitating an open and constructive working environment.

B. Financial Management: Internal control and Risk management

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

In 2018, the major part of DG RTD's expenditure will be – as in 2017 – related to FP7 and Horizon 2020 grants, complemented by payments to the other implementing bodies such as Executive Agencies, Joint Undertakings, Public-Private-Partnerships and [EIB/EIF](#). Ex-ante controls are rigorously implemented for each transaction (commitments and payments).

Regarding grants, the internal control system of DG RTD is designed to maintain error rates within an acceptable range. This assurance comes mainly from error rates calculated from around 500 ex-post audits per year. The vast majority of the audits that build up the third Representative Sample on FP7 will be finalised by the end of 2017. At the same time, the first indications of the representative error rate for Horizon 2020 should be available, and a second, better indication will be available by end-2018 when the audit work has progressed. Together with the audit implementation measures, they all have an important 'cleaning' effect on the budget, as well as preventive functions (by the learning and deterrence effects).

Their impact is complemented by the beneficiaries' efforts to submit 'clean' cost claims and by the certifying auditors' work. The Commission services make continuous efforts on training and informing them about the rules (Coordinators' Day; [Participant Portal](#); communication campaigns).

Apart from the results of these control efforts, expressed in terms of Error Rate, the control system of DG RTD must also meet other legal requirements of the Financial Regulation. Time-to-Grant and Time-to-Pay are key performance indicators, which contribute to the regularity of operations, and to ensuring better and more efficient support for researchers.

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

In the second part of 2017, DG RTD's internal control framework is being reviewed in order to reflect the Commission's new Internal Control Framework. DG RTD's Annual Activity Report for 2018 will report on the implementation of the new framework according to the new logic of 17 "internal control principles".

Actions taken and further planned in DG RTD, especially those prepared and coordinated by the Common Support Centre (CSC) contribute to the economy, effectiveness and efficiency of operations under Horizon 2020 programme in all implementing services.

For Horizon 2020 grant management, the goal in 2018 is to complete the design and documentation of processes for audits and the harmonised implementation of audit findings, including their implementation in automated workflows in the common grant management IT system suite (SyGMA-Compass with full integration with ABAC and ARES). In addition, grant management processes, documentation and IT systems will be adapted to cover the new pilot actions under the 2018-20 H2020 Work Programme (EIC pilot, lump sum project funding pilot).

As mentioned in the launch of the Horizon 2020 Programme, it is expected that there will be a decreased cost of operations, a reduction in administrative burden and a reduction of the risk of clerical and administrative errors in the payments throughout the whole period of the Programme implementation.

The costs of supervision of externalised bodies (Executive Agencies, Joint Undertakings, Public-Public Partnerships, EIB/EIF) will be kept to the minimum appropriate to a satisfactory balance with the risks to Sound Financial Management.

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

DG RTD shares with the other implementing services of the Research Framework programmes the main sectorial fraud risk, which is related to fraudulent cost claims in research and innovation grant agreements. As for other business processes in grant management, DG RTD coordinates the anti-fraud strategy and actions that are established and implemented in common by all the involved services.

The anti-fraud strategy for the Research family (RAFS) was updated in 2015. This covered expenditure on FP7/Horizon 2020 grants, where the fraud risk for the DG is concentrated. DG RTD is in the process of updating its own anti-fraud strategy for other expenditure types. The action plan for the RAFS was nearly fully implemented in 2017. An updated action plan will be established for the research family in 2018.

In 2017/18, looking ahead to the future FP9, DG RTD is taking the lead to perform a risk assessment of fraud risks in the research family. This will be in line with the updated Commission Anti-Fraud Strategy.

The Fraud and Irregularity Committee for Research (FAIR) is the main platform of coordination between the Research and Innovation family members in the field of anti-fraud. Its action is complemented by the local anti-fraud correspondents working meetings and a common anti-fraud training and common tools (guidance, IT developments) – as detailed in the RAFS action plan.

The main fraud prevention measure lies in raising the level of fraud awareness amongst a target population (new staff members involved in direct grant management). The Anti-Fraud training course is in place since 2011 and was updated in 2015.

The number of newcomers in DG RTD has decreased significantly due to the general staff cuts. On the other hand, DG RTD's sessions are open to all the members of the family, where there is still demand for this training (in particular in the Executive agencies). To take these developments into account, the number of sessions in 2018 is reduced to 4 sessions/year (down from 6 in the last few years). Also, the target for the number of participants from DG RTD is revised down to 20 in 2018.

One of the main outputs of the fraud detection work consists in files referred to OLAF. Their number is regularly monitored and reported in the Annual Activity Report (AAR), as well as the number of cases relevant to DG RTD that are initiated directly by OLAF. All cases of suspected fraud are reported to OLAF, but there is no target as the objective is not to maximise the number of cases.

C. Better Regulation

Not applicable to DG RTD.

D. Information management aspects

Knowledge Management and Collaboration

Knowledge management activities of the DG are carried out under the governance of an RTD KM Steering Committee and under the governance of the corporate Information management Steering Board.

In the area of Intranet and Collaboration, the roll-out of SharePoint collaboration spaces servicing the policy and administrative activities of the DG will be completed. These spaces, complementing and integrated with the Intranet, should support transparency and more efficient ways of collective document preparation. Particular attention will be paid to servicing the project of preparation of the post-H2020 R&I framework programme.

2017 saw the establishment of a solid basis for collaboration through RTD SharePoint development. In 2018 this tool will play an increasing role in automation of routine administrative operations: automating request forms, providing standardised reporting, business intelligence, and so forth. Furthermore, there will be an emphasis on standardised data-provision from external web-services straight to Intranet, allowing the user to access knowledge without requiring him / her to deal with third-party applications.

RTD Library

Synergies and rationalisation of the package of subscriptions will be pursued in collaboration with the Central Library and other libraries. The activities in promoting the library as a space for discussion and presentations (Knowledge talks, RTD Academy) will be further pursued.

Document management – eDomec

The revision of the RTD Unique Filing Plan will take place with the aim of simplification and better alignment with the R&I policy developments. In order to preserve the memory of our work the RTD Central Archives will carry out the sampling/selection exercise for FP6 call and grant management files. The review of Ares documents registered but not filed in the course of 2016 and 2017 will further increase the DGs e-Domec compliance.

2018 is expected to see the implementation of the local data-centre consolidation element of the Synergies and Efficiencies actions. By the end of the year, all applications

currently supported on the local servers should have been suppressed, migrated to different systems, or migrated to DIGIT servers.

2018 will also bring the transition to Windows 10 / Office 2016, and the transition to the new corporate policy on devices, in particular a transition from desktop PC's to laptops.

E. External communication activities

Against the broader policy background described in Part 1, a key focus point for external communication will be on the preparations leading up the development of the next framework programme for research and innovation. A challenge will be to reach out to a broad public with messages that underline the societal benefit of EU funded R&I and give a sense of direction to future support. Communication actions will, therefore, promote the pilot implementation of the European Innovation Council, its prizes and the financial instruments of benefit to SMEs; and promote the 'focus areas' in the Horizon 2020 work programme 2018-2020.

The narrative specifically for the first semester will build on EU funded R&I's contribution towards stimulating investment industrial, performance and economic growth.

A number of high level conferences will provide excellent communication opportunities throughout 2018 to link EU funded R&I to the political priorities of the Commission: the World Economic Forum in January (TBC), the Second European Industry Day in February; the Commission's leading role in Mission Innovation at the ministerial conference in May; the Industrial Technologies Conference in October under the auspices of the Austrian Presidency; the Web Summit in November and COP 24 in December.

The Transport Research Area event co-organised by DG RTD, DG MOVE and the Austrian Ministry of Transport in April will provide the opportunity to highlight EU funded success at the biggest event of its kind in Europe. And the Commission Communications on infectious diseases and the sustainable bio-economy will provide the opportunity to highlight how R&I is an essential part of policy making in areas such as health, agriculture and the environment.

Communication actions will continue to support other prizes such as the Women's Innovator Prize, the Horizon Prizes and the iCapital Prize which by their nature draw interest from the media.

DG RTD will also continue to support Corporate Communication in particular the #InvestEU initiative where material on funded projects is used to exemplify the jobs and growth creation potential of investment in R&I.

Two major events are also linked to the European Year of Cultural Heritage (2018) where different aspects of the impact of R&I will be highlighted.

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

In 2018, the number of Administration and Finance Units will be reduced from 7 to 3, and the number of staff from around 204 at 1/1/2017 to 140 at 1/1/2018. This is as a reaction to the fall in the number of open grants in the DG following externalisation to Executive Agencies and the increased efficiency of payment processes.

The treatment of monitoring experts and experts groups has been reviewed, simplified and centralised, to provide a better service for experts and operational services. The level of ex-ante controls has been examined and reduced in the light of the risk levels.

2018 will see two pilot calls applying lump-sum funding instead of the usual model of reimbursement of eligible costs. These pilots, which will certainly reduce the error rate and the administrative burden of financial rules, will be followed and assessed to see if they can be effective in reducing the overall burden on the beneficiary and the Commission services, and whether they still allow all the objectives of research policy to be attained.

ANNEX 1. TABLES

Part 1 - Main outputs of the year

A New Boost for Jobs, Growth and Investment

Relevant general objective(s): A New Boost for Jobs, Growth and Investment			
Specific objective: 1.1: To strengthen Europe's R&I systems and achieve the European Research Area through working with Member States			
Main outputs in 2018:			
All new initiatives and REFIT initiatives from the Commission Work Programme, State of the Union, Treaty, etc.			
Output	Indicator/Deliverables	Target	Partner(s)
Commission Communication on a Revision of the EU Bioeconomy Strategy and Action Plan	Commission Communication	2018	AGRI, MARE, GROW, ENV
Improving Health Security in the EU against infectious diseases	Commission Communication - 'Improving Health Security in the EU – a one health approach to counteracting the threat from infectious diseases'.	2018	SANTE
Important spending related outputs, from work programmes/financing decisions/operational programmes			
Output	Indicator/Deliverables	Target	Partner(s)
Other important outputs			
Output	Indicator/Deliverable	Target	Partner(s)
European Semester related outputs	Country Reports for all Member States; Country Specific Recommendations where appropriate	February 2018 May 2018	
Horizon 2020 Policy Support Facility related outputs (Peer Reviews, Specific Recommendations or Mutual Learning Exercises)	14 such actions	By end 2018	
Analysis of Europe's R&I performance	Biennial flagship report "Science, Research	February 2018	

and narrative that speaks to both R&I and Economics and Finance policy-makers and analysts	and Innovation performance of the EU 2018", accompanied by a set of Working Papers on hot policy issues.		
European Research Area (ERA)	Report on the implementation of the European Research Infrastructures (ERIC) Consortium Regulation	Q1- 2018	
Contribute to the 'Circular Economy package to boost innovation, jobs and growth'	Set-up of Strategic Research and Innovation Agenda's in the areas of Plastics, Nutrients, and Urban Water.	2018	
European strategy for industry-oriented R&I infrastructures.	Commission Staff Working Document (SWD)	Q4 2018	Possibly CNECT, Possibly GROW
Develop an approach to accelerate progress towards batteries electro-chemistry and production in Europe	Strategy paper within the context of the Strategic Transport, Research and Innovation Agenda and the EU Battery Alliance	2018	
Contribute to Action Plan on Vaccination	Council Recommendation	2018	SANTE leading
Specific objective: 1.2: To establish the right framework conditions to capitalise on the results of European research and innovation by involving all actors in the innovation process ("Open Innovation")			
Main outputs in 2018:			
All new initiatives and REFIT initiatives from the Commission Work Programme, State of the Union, Treaty, etc			
Output	Indicator/Deliverable	Target	Partner(s)
Important spending related outputs, from work programmes/financing decisions/operational programmes			
Output	Indicator/Deliverables	Target	Partner(s)
Other important outputs			
Output	Indicator/Deliverables	Target	Partner(s)
Evaluation of 'Innovation Deals'	Evaluation of Innovation Deals on waste water treatment and electric vehicles and	2018	

	the optimal use of batteries		
Screening of legislative and policy initiatives to assess their impact on Innovation (' <i>Innovation Principle</i> ')	Number of Policy or legislative initiatives from the Commission Work Programme 2018 that will be assessed	All CWP-2018 initiatives assessed in 2018	
Specific objective: 1.3: To ensure an effective and efficient implementation of Horizon 2020 and other RTD programmes and maximise synergies		Related to spending programme(s) ...	
Main outputs in 2018:			
All new initiatives and REFIT initiatives from the Commission Work Programme, State of the Union, Treaty, etc.			
Output	Indicator/Deliverables	Target	Partner(s)
Contributing to the new MFF – A policy package for the future Framework Programme for Research and Innovation (FP9).	(1) A 'Chapeau' Communication (2) The Framework Programme Regulation for FP9 (TFEU) (3) The Rules for Participation and Dissemination Regulation for FP9 (TFEU); applicable in part also to the Euratom Programme for FP9 (4) The Specific Programme Decision implementing the Framework Programme Regulation for FP9 (TFEU) (5) An Impact Assessment covering deliverables (1)-(4) (6) The Euratom Programme Regulation for FP9 complementing FP9. This will include a Proposal on the Euratom Research and Training Programme 2021-2025 (7) An Impact Assessment (Staff Working Document) accompanying the Euratom Regulation	June 2018	
Important spending related outputs, from work programmes/financing decisions/operational programmes			
Output	Indicator/Deliverables	Target	Partner(s)
Implementation Of Horizon 2020	Completion Work Programme 2018-2020	Completion of calls foreseen for 2018	Research family

Implementation of the Euratom Programme	Implementation of the Work Programme	2018	
Implementation of Research for Coal and Steel Programme	Implementation of the Work Programme	2018	
Other important outputs			
Output	Indicator/Deliverables	Target	Partner(s)
Contributing to the e-Grant and e-Procurement Processes under the new MFF funding programmes	The 'Funding and Tenders' portal that brings together all the Commission's grant and procurement opportunities.	2018	

A Connected Digital Single Market

Relevant general objective(s): A Connected Digital Single Market			
Specific objective: 2.1: To increase impact and excellent science through openness ("Open Science")		Related to spending programme(s) ...	
Main outputs in 2018:			
All new initiatives and REFIT initiatives from the Commission Work Programme, State of the Union, Treaty, etc.			
Output	Indicator/Deliverables	Target	Partner(s)
Contribution to the '2nd Data Package' COM(2017)495	Revise 'Recommendation on access to and preservation of scientific information'	2018	
Provide Scientific Advice to College through the Scientific Advice Mechanism (SAM)	Two major outputs relating to Plant Protection Products and Carbon Capture and Utilisation Technologies.	2018	
Important spending related outputs, from work programmes/financing decisions/operational programmes			
Output	Indicator/Deliverables	Target	Partner(s)
Other important outputs			
Output	Indicator/Deliverables	Target	Partner(s)

Specific objective: 2.2: Embedding digital into the grand societal challenges		Related to spending programme(s) ...	
Main outputs in 2018:			
All new initiatives and REFIT initiatives from the Commission Work Programme, State of the Union, Treaty, etc.			
Output	Indicator/Deliverables	Target	Partner(s)
Important spending related outputs, from work programmes/financing decisions/operational programmes			
Output	Indicator/Deliverables	Target	Partner(s)
Other important outputs			
Output	Indicator/Deliverables	Target	Partner(s)
Contribute to the DigiCare implementation	Pilots for testing and scaling up data-sharing platforms for genomic, molecular and other relevant health data.	2018	COMM, CNECT, SANTE
Contribute to the 'Europe on the move' Mobility Package III	Contribute to the Connected and Automated Mobility R&I aspects.	Q2 2018	

A Resilient Energy Union with a Forward-Looking Climate Change Policy

Relevant general objective(s): A Resilient Energy Union with a Forward-Looking Climate Change Policy

Specific objective: 3.1: To implement the Research, Innovation and Competitiveness dimension of the Energy Union, together with a forward-looking climate-change policy
 Related to spending programme(s) Horizon 2020, Euratom.

Main outputs in 2018:

All new initiatives and REFIT initiatives from the Commission Work Programme, State of the Union, Treaty, etc.

Output	Indicator/Deliverables	Target	Partner(s)
Contribution to the Communication on the future of EU energy and climate policy, including on the future of the Euratom Treaty and on the possible use of Article 192(2), second subparagraph TFEU (ENER/CLIMA in the lead).	Commission Communication	2018	ENER, CLIMA in lead
Contribution to the Commission's reflections towards a sustainable Europe	Reflection Paper 'Towards a Sustainable Europe by 2030, on the follow-up to the UN Sustainable Development Goals, including on the Paris Agreement on Climate Change.'	2018	Secretariat General leading

Important spending related outputs, from work programmes/financing decisions/operational programmes

Output	Indicator/Deliverables	Target	Partner(s)
Other important outputs			
Contribution to SET Plan	RTD will deliver four Implementation Plans to achieve the R&I targets set for the SET Plan Key Actions: 'Ocean', 'Off-Shore Wind', 'Geothermal' and 'Nuclear Safety', under the leadership of the Member States and the industry.	Mid-2018	ENER, JRC
Contribute to the Energy Union strategy	Contribute to the set-up of a Strategic Transport Research and Innovation Agenda (STRIA) Governance to address the overarching objectives of decarbonisation, energy efficiency and independence	May 2018	Partner(s)

A Stronger Global Actor

Relevant general objective(s): A Stronger Global Actor			
Specific objective: 4.1: To translate Europe's strengths in science and technology into a leading global voice ("Open to the World")		Related to spending programme(s) ...	
Main outputs in 2018:			
All new initiatives and REFIT initiatives from the Commission Work Programme, State of the Union, Treaty, etc.			
Output	Indicator/Deliverables	Target	Partner(s)
Important spending related outputs, from work programmes/financing decisions/operational programmes			
Output	Indicator/Deliverables	Target	Partner(s)
Other important outputs			
Output	Indicator/Deliverables	Target	Partner(s)
Partnership for Research and Innovation in the Mediterranean Area (PRIMA)	Administrative and technical preparation and launch of the Initiative	2018	
Second Arctic Science Ministerial summit	Commission and Council decision approving the Joint Declaration and empowering Commissioner Moedas to sign it on behalf of the Union	2018	
Intergovernmental science-policy Platform for Biodiversity and Eco-Systems (IPBES), DG RTD lead	IPBES assessments and work programme for beyond 2018	2018	ENV co-lead

Part 2 - Main organisational management outputs for the year

A. Human resource management

Objective: The DG deploys effectively its resources in support of the delivery of the Commission 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.

Main outputs in 2018:

Output	Indicator/Deliverables	Target
Annual workload assessment and benchmarking exercise in 2018 in order to rebalance the workload of staff according to priorities and with the ultimate goal of achieving an even workload balance among staff.	<p>The HR Planning and Reporting exercise will ensure that the DGs staff concentrate on priority work areas while the reductions will meet the DG's obligations vis-à-vis the Commission.</p> <p>The Staff reduction targets for the DG for years 2018-2020 have been decided in 2017: As follows: <i>(1) Reduction by 88 Establishment Posts</i> <i>(2) Reduction by 28 Contractual Agent Posts</i></p> <p>The HR Planning and reporting exercise of 2018 will look at the progress of the reductions and depending on the new priorities as well as the fluctuation of Programme management work, it will possibly redistribute the above target among its directorates.</p>	<p>Launched in early January 2018</p> <p>Defined by Mid-2018.</p> <p>Proposal in March/April 2018</p>
Increase the female representation in middle management	Number of female colleagues newly appointed in middle management.	7 new appointments of female colleagues by 1 November 2019
Improving Staff Engagement	Action plan for DG RTD	Defined by the end 2018
Fit@work and well-being actions	Communication actions following the Commission's Action Plan for 2018	Implemented by the end 2018

B. Financial management: internal control and risk management

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

Main outputs in 2018:

Output	Indicator/Deliverables	Target
Ex ante controls	Number of transactions	Not relevant
Ex post audit plan for grants	Implementation of the CAS Audit Plan 2018 (number of audited participations)	95% of audits closed by the end 2018
Implementation of FP7 audits results	Cumulative implementation rate of FP7 audit results	80% by the end 2018
Implementation of FP7 extrapolations	Cumulative implementation rate of FP7 extrapolations	75% by the end 2018
Residual error rate (DG RTD)	Cumulative results for FP7 (legacy)	Under 2 %
	Cumulative results for H2020	Between 2 and 5 %

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

Main outputs in 2018:

Output	Indicator/Deliverables	Target
Training on business processes	Number of participants	6000 by the end 2018
Enhancement and review of the H2020 common ex-ante controls on interim and final payments	1. Define the H2020 most recurrent financial errors based on the analysis of the findings of ex-post financial audits concluded until January 2018.	1. April 2018
	2. Review and possible revision of the common 'Guidance for H2020 ex-ante controls on interim and final payments' and the common baseline checks and controls before payments.	2. July 2018
Harmonised implementation of audit results	1. Audit implementation in closed projects	1. It will be deployed in Q1 2018
	2. Bulking of workflows for global recoveries	2. Analysis in 2018 and deployment in 2019
	Total value of transactions	Not relevant
	Time To Pay	95% compliant by the end

		2018
	Time To Grant	95% compliant by the end 2018
Conclusion on the Cost-effectiveness of controls	Conclusion reached in the AAR on the Cost-effectiveness of controls	yes

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

Main outputs in 2018:

Output	Indicator/Deliverables	Target
Put in place a 2 nd Common anti-fraud Action Plan in the Research family	A 2 nd anti-fraud Action Plan is adopted by the CSC Steering Committee	End of June 2018
Increased level of anti-fraud awareness in DG RTD	Number of participants from DG RTD [target population] in training sessions on anti-fraud over the year	20
Cases DG RTD referred to OLAF	Number of cases	No target (all relevant cases will be transmitted to OLAF)
Cases relevant to DG RTD coming from other sources	Number of cases	No target (does not depend on DG RTD)
FAIR Committee	Number of meetings	2 by 31/12/2018

C. Better Regulation

Not applicable to DG RTD.

D. Information management aspects

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

Main outputs in 2018:

Output	Indicator	Target
Policy / activity collaboration spaces to support effective policy development and efficient administrative work	Number of spaces provided	All policies and activities identified as per the 2016 – 2020 RTD Strategic Plan are covered.
Standardised reporting and access to external data-providers, business intelligence and automation	Amount of data provided and user-satisfaction with the value of this action	4 useful external data-services, 4 administrative processes automated

E. External communication activities

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.

Main outputs in 2018:

Output	Indicator	Target
i) Infographics, videos aimed and success stories at a non-technical readership	Potential audience reach	18M
ii) Futuris multimedia broadcasts of EU funded R&I activities	Number of broadcasts	1,700
	Audience Reach	5.9M
iii) R&I related material communicated via the Corporate Communication campaign	(DG COMM (chef de file) requested to provide suitable indicator)	(DG COMM (chef de file) requested to provide realistic target)

Annual communication spending:

Baseline (2017)	Estimated commitments (2018)
5.20 million	5.5 million