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ANNEX

ANNEX

to the

Commission Decision

approving the work programme 2023 of the European Innovation Council and SMEs Executive Agency

Annex

Annual work programme 2023

EUROPEAN INNOVATION COUNCIL AND
SMEs EXECUTIVE AGENCY (EISMEA)

Contents

FOREWORD. Message from the Director

EISMEA begins 2023 on a positive note. In January, the EU was recognised as "Global Innovation Champions" by the Consumer Technology Association (North America's largest technology trade association). Recognition like this demonstrates the global impact of the European innovation. It also indicates that EISMEA is making good progress in achieving its vision: **From ideas to global markets: Innovation made in Europe.**

Encouraged by this positive start, EISMEA will be intensifying its work with activities that will help benefit Europe's innovators and small businesses as well as support Europe's future innovation policies.

The recently restructured EIC Fund, enabling more than 80 investment decisions to be taken in autumn 2022, combined with a substantial improvement of the time to grant, is paving the way to support the development and scaling-up of deep-tech start-ups and SMEs. At the same time, it is helping to ensure Europe's open strategic autonomy in critical technology areas. EISMEA's ten **EIC Programme Managers** will be advising and supporting these companies as well as reporting back to European Commission DGs on future trends, the outlook for new portfolios and their funding needs. This will help ensure that Europe's future innovation policy continues to be ambitious and globally respected. Finally, the design and implementation in 2023 of the joint action plan with DG RTD addressing the recommendations of the IAS audit on EIC Design and implementation will help to make the implementation and governance of the EIC even more efficient and impactful.

EISMEA will continue to build strong synergies with European and place-based innovation ecosystems across Europe through its implementation of European Innovation Ecosystems (EIE) and the Interregional Innovation Investments (I3) Instrument. Notably, the introduction of regional innovation valleys – as outlined in the New European Innovation Agenda (NEIA) will enable further synergies between the two programmes.

In the year that the EU celebrates **30 years of the Single Market**, EISMEA will continue to implement key parts of the Single Market Programme and bring its full benefits to businesses and consumers. This will help generate more business opportunities while at the same time ensuring that consumers are empowered and better protected.

Innovation is part of the agency's DNA. It helps drive our performance and is encouraged in every aspect of agency life. In 2023, staff will be able to participate in innovation-themed workshops, hear lunchtime talks from top innovators, visit innovative companies and continue to submit their own ideas to improve agency life via EISMEA's internal idea lab.

I am confident that this combination of high-quality programme implementation with a strong corporate culture that places innovation at the centre will further strengthen EISMEA's strong track record in delivering excellent results in the coming year.

Jean-David Malo, Director, EISMEA

PART 1. Mission statement

From ideas to global markets: Innovation made in Europe.

The European Innovation Council and Small and Medium-sized Enterprises Executive Agency (EISMEA) was established on 1 April, 2021 [1]. With a focus on innovation and the single market, it will create strong synergies to support the recovery, strengthening and twin transition of the European economy. The agency has been entrusted with the implementation of the following (parts of) Union programmes:

- Horizon Europe, pillar III: the European Innovation Council (EIC) and European Innovation Ecosystems (EIE);
- European Regional Development Fund: Interregional Innovation Investments (I3) Instrument;
- Single Market Programme: SME Pillar; Internal market; support to standardisation; and Consumers.

By implementing these programmes and the specific delegated tasks [2], the agency will contribute to reaching the European Commission's objectives of a European Green Deal and a Europe fit for the digital age, hence contributing to its open strategic autonomy. It will also be contributing to the new Commission proposal STEP to stimulate investments in critical technologies.

EISMEA's mission is to provide high quality support to European innovators, researchers, businesses, regions and consumers. We aim to reinforce the European Union's position as a global leader in Research and Innovation, strengthen its Single Market, open up opportunities for SMEs and maintain high standards of protection for its citizens towards a more competitive, digital, green and inclusive EU.

The agency implements its mission in close cooperation with its five parent DGs: DG Research and Innovation (DG RTD), DG Communications Networks, Content and Technology (DG CONNECT), DG Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), DG Justice and Consumers (DG JUST), and DG Regional and Urban Policy (DG REGIO) who are represented on EISMEA's Steering Committee. It also benefits from the presence of Secretariat-General (SG) and of Directorate A of DG RTD as Observers in the Steering Committee. This close cooperation with the parent DGs is essential not only for programme implementation tasks but also for the feedback the agency provides to the Commission in view of the latter's policy tasks.

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[1] COMMISSION IMPLEMENTING DECISION (EU) 2021/173 of 12 February 2021
[2] As outlined in Article 4 and annexes of Commission Decision C(2021)949 final

PART 2. Key performance indicators

The agency's key performance indicators provide a comprehensive overview of the agency's performance.

Efficient programme management. Ensuring that grants are signed on time demonstrates the agency's ability to manage the evaluation and grant agreement preparation processes that form a major part of its core tasks. Full operational budget execution ensures that the programmes run smoothly and stay on track.

Sound financial management. The agency's ability to pay within legal deadlines helps to demonstrate the effectiveness of its financial management across its administrative and operational budget.

Policy support impact. As the ten EIC Programme Managers are now in place, each will provide a workshop for DGs on future trends in their key thematic areas that will help to inform the Commission's policy making.

Robust internal control. The agency will measure the overall risk at closure. This indicator is compulsory for all Executive Agencies.

Quality of service (client satisfaction). The agency will survey its clients – including beneficiaries, contractors, and evaluators – to get a more in-depth understanding of the quality of its service and use the results to improve further.

They are summarised in the table below.

Key Performance Indicators – overview

Efficient Programme Management	
Source of data: European Innovation Council & SMEs Executive Agency (Unit C.01)	
Baseline (2022)	**Target** (2023)
Time to grant 66,5% of grants signed within deadlines. [3] **% of budget execution** operational budget: 100% (commitments and payments).	**Time to grant** [4] 95% of grants signed within deadlines. **% of budget execution** operational budget: 100% (commitments and payments).

Sound Financial Management	
Source of data: European Innovation Council & SMEs Executive Agency (Unit C.01)	
Baseline (2022)	**Target** (2023)
Timely payments 99,98% of payments within legal deadlines (administrative budget). 99,5% of payments within legal deadlines (operational budget).	**Timely payments** 99% of payments within legal deadlines (administrative and operational budget).

Policy Support Impact		
Source of data: European Innovation Council & SMEs Executive Agency (D.02)		
Baseline (2024)	**Mid-term** (2025)	**Target** (2027)
F2P workshop sessions for DGs from each EIC Programme Manager (PM) – Target: one per PM.	One thematic workshop per year per PM.	One thematic workshop per year per PM.
Policy support impact of workshops [5] – Target: satisfaction rate [6] (usefulness of feedback to policy) of 75%.	Policy support impact: satisfaction rate above 75%.	Policy support impact: satisfaction rate above 75%.

Robust internal Control	
Source of data: European Innovation Council & SMEs Executive Agency 2022 AAR (Team C.01)	
Baseline	**Target** (2023)
1,64%	**Overall risk at closure** < 2% of relevant expenditure.

% of satisfied clients		
Source of data: Agency client satisfaction survey		
Baseline (2020) [7]	**Mid-term** (2023)	*Target* (2027) [8]
2020 external client satisfaction survey results (applicants, beneficiaries, tenderers, contractors, expert evaluators).	Higher levels of satisfaction by client group / programme.	Higher levels of satisfaction by client group / programme.

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[3] Delays in signature of grants mainly under certain calls co-financed by the EIC programme. For more details, see AAR 2022

[4] In addition to time to grant, indicators 'time to inform' and 'time to sign' will also be used (and reported on).

[5] Measured as from 2024

[6] Measured via a survey of participants

[7] EASME client satisfaction survey conducted in 2020

[8] Survey to be conducted mid-term (2023) and at end of mandate (2027)

PART 3. Delivering on the Commission's priorities: main outputs for 2023

EISMEA has a strong economic oriented portfolio, grouping the EIC with other relevant strands of the Single Market Programme. It creates strong synergies to support the recovery of the European economy, and in particular small and medium-sized enterprises, notably through innovation. Reinforcing these efforts, European Innovation Ecosystems and Interregional Innovation Investments ensure visibility for EU and local-based innovation, key to supporting the modernisation and sustainability of the EU economy.

The agency contributes to the achievement of the general and specific objectives of its five parent DGs. EISMEA is responsible for implementing tasks such as the launch and conclusion of grant and procurement procedures, management of prizes, the adoption of award decisions, project monitoring, financial control and accounting, the contribution to programme evaluation and various support tasks including contribution to the preparation of the EIC work programme and the provision of feedback to policy (F2P).

The agency starts 2023 having recruited a full set of ten EIC Programme Managers. They identify areas where there is potential for deep tech research in the EIC which could lead to breakthrough innovations in health, digital or the green transition, linked to the policy priorities of the parent DGs. More specifically, this concerns areas related to energy, environment, materials, health, medical devices, agrifood, space, architecture and construction, quantum technology and micro-electronics. Programme managers select very specific domains where the Union has a strong base of research and where at the same time more innovative European companies are needed. Once the portfolio of projects has been selected, the programme managers actively advise and support the projects on how to overcome technological and market-entry barriers, including funding needs/investment bottlenecks ("the valley of death") and create an ecosystem of companies that can work together in the future. Programme Managers contribute to the Agency's Feedback to Policy (F2P) and will provide case studies (including success stories) and key developments on a regular basis. They will also provide an annual report covering a strategic overview of the emerging technologies and innovations in their areas of expertise, including their portfolios.

The agency's F2P framework, encompasses all delegated programmes under a single umbrella to respond to the policy needs of its parent DGs and also other policy DGs. It aims to foster synergies between the programmes to increase efficiencies and strengthen impact.

In 2023, as agreed with its parent DGs, EISMEA's F2P activities will focus on four areas: 'feedback on programme implementation', 'inputs for programming', 'contribution into EU policymaking' and 'ad-hoc inputs'. New activities in 2023 will include providing input into the programming process of Horizon Europe clusters (Work Programme 2025) and completing a database of success stories which will facilitate quick access to relevant information about outstanding projects. EISMEA informs its parent DGs regularly on the progress of its agreed F2P activities and deliverables. Finally, 2023 will see the conclusion of the first cycle of F2P thematic workshops for policy DGs from EIC Programme Managers. As EIC Programme Managers are unique to EISMEA and their workshops provide a direct and tangible link to policymakers, these workshops have been selected as a means to measure the qualitative impact of EISMEA's policy support.

Horizon Europe

Horizon Europe – the EU's research and innovation framework programme – aims to strengthen the EU's scientific and technological bases and the European Research Area (ERA); boost Europe's innovation capacity, competitiveness and jobs; deliver on citizens' priorities and sustain our socioeconomic model and values. As part of the Horizon Europe programme's pillar 3 (Innovative Europe), the agency will implement actions under **European Innovation Council** and **European Innovation Ecosystems.**

By implementing these actions EISMEA will support the development and scaling-up of SMEs with breakthrough and disruptive technologies and help make sure that Europe's open strategic autonomy is ensured in critical technology areas. It will also help create an ecosystem where innovative solutions can be created and supported in their growth. As such, EISMEA will contribute to the European Commission's objectives of A Europe fit for the Digital Age and An Economy that Works for People.

European Innovation Council (EIC)

The EIC aims to support the rapid scale up of innovative technologies and companies (mainly start-ups and SMEs) at EU and international level along the pathway from ideas to market. It is organised into three main funding schemes: the **EIC Pathfinder** for advanced research to develop the scientific basis to underpin breakthrough technologies; the **EIC Transition** to validate technologies and develop business plans for specific applications; and the **EIC Accelerator** – including the **EIC Fund** - to support companies (SMEs, start-ups and in exceptional cases small mid-caps) to bring their innovations to market and scale up. In each case, the direct financial support to innovators is complemented with access to a range of **Business Acceleration Services (BAS)**. In addition, the EIC offers a number of **prizes** and other related actions, providing complementary support to promising innovators. The recent Commission's STEP initiative, that aims to stimulate investments in critical technologies proposes to reinforce the EIC's support for companies that seek scale-up capital beyond the first innovation phase.

EIC Board

The EIC Board comprises independent high-level experts from the world of innovation and advises on the strategy, work programme and implementation of the EIC. Until 15 May 2023, the Agency provided the secretariat of the Board, supported the Board's and its acting chair's activities, and supported the Commission representation to the Board meetings.

In 2023, upon the transfer of the secretariat of the Board to the Commission, EISMEA will support the Commission in consulting the Board for advice on the overall strategy of the EIC, the EIC work programme, the identification of strategic portfolios of projects and the EIC communication strategy. EISMEA will provide information to the Commission as inputs for the preparation of EIC Board documents and meetings, notably concerning the implementation of EIC activities and the activities of Programme Managers.

EISMEA will support the work of the Board's working groups t concerning implementation and communication aspects. Furthermore, EISMEA will continue to support EIC Board members' ambassadorial roles including through participation in several key innovation events.

The Agency will continue the overall management of the expert contracts allocated to EIC Board members and, their payments and reimbursements of the costs associated with Board meetings.

The agency will support the preparatory work for the appointment and contracts of the EIC Board for the period 2024-2025.

EIC Pathfinder

The EIC Pathfinder offers grants to achieve proof of principle and validate the scientific basis of breakthrough technology. The agency will launch an "open" call and five "Challenges" (thematic calls) in the following areas: clean and efficient cooling; architecture, engineering and construction digitalisation; precision nutrition; responsible electronics; in-space solar energy harvesting. These calls will offer grants up to EUR 3 million (open) or EUR 4 million (challenges), or more if duly justified.

Put together, the calls will contribute to supporting the development and scaling up of breakthrough and disruptive technologies, helping to ensure Europe's open strategic autonomy in critical technology areas.

In addition the agency will implement the first Horizon Europe projects selected under the 2021 and 2022 EIC Pathfinder calls as well as the related **legacy activities of the Horizon 2020 Programme** Future and Emerging Technologies (FET) grants. This includes 241 FET Open grants and 66 FET Proactive grants as well as two ERA-NET grants.

Further information is available in the annexed EIC Pathfinder performance table.

EIC Transition

The EIC Transition funds innovation activities that go beyond the experimental proof of principle in laboratory. It supports the maturation and validation of novel technologies

(making use of prototyping, formulation, models, user testing or other validation tests) as well as the development of a business case and business model towards the innovation's future commercialisation.

The instrument targets research teams, established SMEs and spin-off companies willing to bring research results stemming from EIC Pathfinder, European Research Council Proof of Concept (PoC) and other eligible projects, closer to the market.

Implementing EIC Transition actions will help support the development and scaling up of SMEs with breakthrough and disruptive technologies. As such, the agency will launch one Transition call divided into an open call and three "Challenges" in the following areas: micro-nano-bio devices for medical and medical research applications; environmental intelligence and chip-scale optical frequency combs. Approximately 55 grants of up to EUR 2.5 million (or more if properly justified) will be awarded for successful single applicants or small consortia to validate and demonstrate technology in an application-relevant environment and develop market readiness.

In addition, the agency will implement the related legacy activities of the Horizon 2020 Programme. This includes 13 EIC Transition Pilot projects and 11 Innovation Launchpad projects.

Further information is available in the annexed EIC Transition performance table

EIC Accelerator

The EIC Accelerator focuses on innovations building on scientific discovery or technological breakthroughs ('deep tech') and where significant funding is needed over a long timeframe before returns can be generated ('patient capital'). Such innovations often struggle to attract market-based financing because the risks and time period involved are too high. Funding and support from the EIC Accelerator are designed to enable such innovators to support with grant funding the research components below TRL 9 and attract the full investment amounts needed for scale up in a shorter timeframe.

To implement the EIC Accelerator, the agency runs continuously open calls offering up to EUR 2.5 million in grants for technology development and validation as well as EUR 0.5 – 15 million of investment, typically as part of a larger funding round, whereby the EIC Accelerator share would be more than matched by other investors (i.e. expected leverage effect of 3 to 5) (⁹) and with the presence of (a) qualified lead investor(s) or more in duly justified cases, for scaling up and other activities. Finance options for SMEs include **"blended finance"** (a combination of grant and investment), **"grant-only"** or **"grant-**

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first" and "**investment only**" (¹⁰) under certain conditions. Beneficiaries of certain Horizon 2020 and/or Horizon Europe funding instruments ("fast-track" scheme) and of a limited number of certified national programmes (¹¹) ("plug-in" scheme) may be invited to directly submit a full application to the EIC Accelerator. As well as continuously open calls, the programme includes specific challenges, targeting the EU objectives REPowerEU; food security; industrial technology roadmaps; the Health Emergency Response Authority (HERA) and some Horizon Europe missions.

The investment component (i.e. equity) is managed by the EIC Fund. This Fund is an alternative investment fund of private law, managed by an independent, external Alternative Investment Fund Manager (AIFM) operating with the support of the European Investment Bank (EIB) as investment adviser. The EIB provides support by performing financial due diligence on the companies selected and by preparing investment proposals for the companies. In 2023, the EIC Fund will be placed under indirect management.

In both the interim (direct management) and long-term solutions (indirect management), EISMEA will ensure the coordination between the grant and investment components. For this purpose, its tasks and responsibilities, both under the interim and the long term solution have been set out in the Memorandum of Understanding (MoU) between EISMEA and the Commission and the revised EISMEA Delegation Instrument, and will be set out in the forthcoming operational five-party agreement between the Commission, EISMEA, the EIB, the EIC Fund Administrative Agent and the EIC Fund AIFM.

In order to continue to attract high quality proposals and co-investors the agency also continues to promote the EIC as a brand. In addition to the BAS services available for the entire EIC programme mentioned below, and in coordination with these services, the agency deploys:

— the dedicated EIC website, integrating content on the EIC Fund;
— contracting services to provide individualised investor outreach support for all the EIC Fund grant-first, blended finance and investment only companies. This is done in synchronisation with the grant and equity process in order to support the companies to secure funding by co-investors in time for their next funding round in which the EIC Fund participates;
— contracting services to provide matching events (newsletters, round tables, e-pitching and physical events);

(¹⁰) Non-bankable SMEs, including start-ups, which have already received grant-only support under the Horizon Europe EIC Accelerator, grant- support under the Horizon 2020 EIC Pilot and grant- support under the Horizon 2020 SME Instrument can request equity-only support.

(¹¹)https://eic.ec.europa.eu/eic-funding-opportunities/eic-accelerator/fast-track-and-plug-schemes-eic-accelerator/list-programmes-certified-plug-scheme_en

- support to beneficiaries to find co-investors "through a co-investment platform" and associated business acceleration services implemented through procurement and experts contracts;
- integration of data related to the grant and the investment component, allowing to consolidate reporting streams and information; data collection and exchange across the EIC Fund stakeholders with dedicated IT tools;
- the communication strategy as agreed by the Commission.

The agency organises the selection of proposals, including support for the preparation of the single award decision covering grant and investments components, the implementation of the grant component and ensures a coordinated approach ([12]) with the investment component implemented by the EIC Fund with support from the EIB. The agency will also during the life of the grant and beyond monitor the performance and achievements of the selected companies against the objectives of the EIC, based on reporting provided by the AIFM and the EIB for the investment component, and provide feedback to RTD and other Commission services and the EIC Board.

Until the EIC Fund is implemented in indirect management and as long as the Agency is being in charge of the transfer of budget to the EIC Fund, the Agency will monitor its budget and ensure that all reporting obligations of the EIC Fund are timely and duly performed. The agency shall also report to the Commission services and in its Annual Activity report on key elements related to the management of the EIC fund and its supervision.

The agency will continue to implement the legacy activities (around 70 FTI and 300 SME Instrument and 141 EIC Pilot projects) launched under Horizon 2020 as well as 200 signed contracts under Horizon Europe. In this context, the EIC Fund will continue to monitor the investment component of the 141 companies selected under Horizon 2020 and the agency will integrate the aforementioned into a consolidated management and separate statutory reporting.

Further information is available in the annexed EIC Accelerator performance table.

([12]) As a result of the restructuring of the European Innovation Council Fund in its transition phase (Commission Decision C(2022)6818 of 28 September 2022) and the forthcoming indirect management of the EIC Fund (final solution), clarifications on the precise responsibilities between the Commission (i.e. DG RTD) and EISMEA are set out in the amendment to the Delegation Instrument and reflected in the MoU between DG RTD/DG CNECT and EISMEA.. These responsibilities will also be reflected in the structured agreement between the EIB, the AIFM of the EIC Fund and EISMEA regarding the coordination by EISMEA of the grant and investment components of the same actions supported by the EIC Accelerator.

EIC Prizes

EIC Prizes represent an additional and complementary form of support to innovation. The agency will pay the Award winners of the 2022 edition of the prizes. It will also manage the process for the 2023 edition of the prizes:

The **EU Prize for Women Innovators** supports the flagship 4 of the New European Innovation Agenda by celebrating talented women entrepreneurs from the EU and countries associated to Horizon Europe, who have founded a successful company and brought innovation to market. Three prizes of EUR 100 000 will be awarded in the Women Innovators category as well as three prizes of EUR 50 000 in the Rising Innovators category.

The **European Capital of Innovation Awards** recognises the role of cities as catalysers of the local innovation ecosystem and stimulates new activities aimed at boosting game-changing innovation. A first prize of EUR 1 million and two runner up prizes of EUR 100 000 each will be awarded in the main category. In addition, a European Rising Innovative City prize of EUR 500 000 will be awarded and two runner-up prizes of EUR 50 000 each.

The **European Innovation Procurement Awards** support the flagship 2 of the New European Innovation Agenda by recognising public and private buyers across Europe in their efforts to promote innovation procurement and the innovative ways the solutions are procured. Three prizes of EUR 75 000 will be awarded across two categories (innovation procurement strategy; and facing societal challenges), as well as 1st and 2nd runner-up prizes per category.

The **European Social Innovation Competition** aims to stimulate social innovation's potential to provide solutions to societal challenges and foster sustainable and inclusive growth in Europe. It will directly support and reward ideas which best illustrate this concept (three prizes of EUR 50 000 each) in line with the Council Conclusions on the New European Innovation Agenda that emphasised that innovation, in its broader sense, including societal, social, cultural and public sector innovation, is an essential enabler for achieving the Union's policy objectives.

The **European Prize for Humanitarian Innovation** celebrates humanitarian organisations, social enterprises, and companies that are developing technology to deliver better quality assistance to vulnerable people affected by natural disasters and man-made crises such as conflicts. The winner will receive EUR 250 000 and two runners-up will be awarded EUR 150 000 and EUR 100 000 respectively.

Further information is available in the annexed EIC Prizes performance table

EIC Community and Business Acceleration Services

The EIC's **Business Acceleration Services (BAS)** use the pan-European reach of the EIC to connect beneficiaries with tailor-made services to stimulate the development of the innovations and growth of supported companies. These services are provided **through partnerships with ecosystem organisations** including accelerators, incubators, venture builders and GovTech initiatives. ([13]) In addition, EISMEA manages value-added business acceleration services, like **access to coaches, expertise and training** and **access to business partners** including leading corporates, investors, procurers, distributors. Initiatives include events, visits, access to overseas trade fairs, pilots and trial collaborations to facilitate the international expansion of EIC beneficiaries.

All BAS services are accessible through the EIC Community platform which also offers peer to peer activities, including a Women Leadership Programme and access to GHG emissions measurement tool.

The agency will coordinate the BAS activities described above (through procurement actions and grants).

In 2023 the agency will further expand the partnerships with ecosystem organisations by opening an online catalogue of their services. It will also provide EIC beneficiaries with services to enhance their capabilities to take part in innovation procurement bids and will provide financial support for pilots between EIC beneficiaries and public and private procurers. Pathfinder and Transition beneficiaries will benefit from a new set of venture building and training activities. The most promising companies will receive scaleup support through the EIC Scaleup100 programme (part of the actions of the New European Innovation Agenda).

In addition, the agency will continue to implement BAS services for the legacy Pathfinder, Transition, Accelerator and FTI projects funded under Horizon 2020 through procurements and experts contract.

Further information is available in the annexed EIC Community and BAS performance table

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([13]) GovTech initiatives aim at supporting SMEs, including start-ups for developing innovative and scalable solutions for public administrations (e.g., GovTech Incubator: https://joinup.ec.europa.eu/interoperable-europe/news/govtech-incubator-launched-2023-digital-government-summit, GovTech Connect: https://joinup.ec.europa.eu/collection/govtechconnect, which will also host the activities of GovTech Incubator, and Public Sector Tech Watch, an observatory that hosts use cases of the use of emerging technologies by public administrations).

To support the EIC's core activities as described above and ensure the best possible support for innovative technologies and companies, the agency will launch public procurement actions, expert contracts, and grants in number of areas. Key actions for 2023 include:

EIC data and IT systems integration In 2023 an analysis will be performed of the existing processes followed by the EIC programme to explore the possibility to on-board the missing steps of the EIC framework into the eGrants corporate solution, bearing in mind the objectives of the EIC Accelerator project, the EIC business specificities, and the applicable framework, and the policy objectives foreseen in the EIC Work Programme 2023.

Subject to the result of this analysis and the subsequent strategic decisions of the EISMEA Steering Committee, the focus will be on ensuring scalability performance and robustness of the IT systems, with the aim, by harnessing the data provided by internal and third-party sources, to enable data-driven decision-making and strategic intelligence for the proactive management of EIC activities. This should result in the effective delivery of services to EIC applicants, beneficiaries and stakeholders.

Outreach and training for EIC jury member experts EIC jury members conduct face-to-face interviews with shortlisted companies and projects applying for funding at the last stage of the selection process. The training will gather EIC Accelerator and EIC Transition Jury Members and encourage the exchange of best practices and cooperation.

Swedish Presidency Conference The action will support the organisation of a 'Deep tech entrepreneurship for an innovative, resilient, and competitive internal market conference' by the Swedish Ministry of Enterprise and Innovation, including stocktaking on the progress of the New European Innovation Agenda and an EIC annual event during the Swedish Presidency of the Council 1-2-June 2023.

Spanish Presidency innovators summit The action will support the organisation of a summit on innovation by the Spanish government during the Spanish Presidency of the Council on 10 October 2023. It will focus on the contribution of innovative start-ups and SMEs in transferring knowledge and raising awareness of the achievements of the New European Innovation Agenda.

Next Generation Innovation Talents The scheme aims at enabling researchers and aspiring innovators to gain direct experience of taking innovation beyond invention and help them develop their entrepreneurial mindset. Simultaneously, it enables innovative start-ups to access cutting edge ideas and insights, accelerating the development of their breakthrough products and services.

Executives-in-residence 'XRI' Pilot Programme The programme will provide proactive investment-based scrutiny to identify the most promising EIC research results that would benefit from targeted, market-focused expert mentoring and innovation.

Foresight, Future-Oriented and Assessment and Data-Driven Intelligence aims to increase EIC capacity by combining data-driven and expert-based intelligence in the creation and management of future-oriented knowledge. It includes anticipation and monitoring of breakthrough technologies and disruptive innovations, as well as data and analytical studies.

Support to the Commission for the management of Expert Groups on the Plug-in Scheme, and to contribute to the Mid-Term Review of Horizon Europe.

EIC Communication Actions

In 2023, supporting its implementation of the EIC, EISMEA will promote funding opportunities by organising local and challenges-specific info days and communication campaigns targeted mostly the widening countries.

To raise awareness of the EIC and its achievements, EISMEA will promote the EIC – including through the presence of EIC funded companies - at major deep-tech events in Europe such as Hello Tomorrow, Sifted, Slush and Web Summit. These events will also include the presentation of relevant Commission's policy initiatives e.g. the New European Innovation Agenda.

EISMEA will also develop digital visual and audio-visual communication material (factsheets, animated infographics, podcasts, videos, interviews) promoted primarily via EIC website and its social media accounts (LinkedIn and Twitter).

As the next EIC Summit event will only take place in March 2024 (while preparatory work will already start in 2023), EISMEA will organise a smaller EIC event in June 2023 in cooperation with the Swedish Presidency.

Please see [EIC Communication Performance table](#)

European Innovation Ecosystems (EIE)

European Innovation Ecosystems aim to create more connected, inclusive and efficient innovation ecosystems ([14]) that support the scaling of companies and spur innovation to address important challenges in a responsible way. The agency is responsible for implementing calls for proposals and monitoring projects in thematic areas, known as

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([14]) Definition as per HE Regulation, Article 2 (30): 'innovation ecosystem' means an ecosystem that brings together at EU level actors or entities whose functional goal is to enable technology development and innovation. They encompass relations between material resources (such as funds, equipment, and facilities), institutional entities (such as higher education institutions and support services, RTOs, companies, venture capitalists and financial intermediaries) and national, regional and local policy-making and funding entities.

"destinations". In 2023, calls are organised under the destinations **CONNECT and InnovSMEs**.

CONNECT actions strive to:

- Create interconnected, inclusive, and more efficient innovation that also engage new, less well-represented stakeholders and less advanced innovation territories. Focus areas include the green, digital, and social transitions, as well as support towards the European Research Area and the New European Innovation Agenda (NEIA);
- Enhance cross-border network connectivity and inter-regional collaboration of regional innovation valleys (^{15}) by reinforcing their capacity to create, re-shore, and renew European value chains towards the sustainable green and digital transition and the EU's open strategic autonomy in EU countries and/or regions.
  The creation of Regional Innovation Valleys will strive to connect European innovation ecosystems and help to close the innovation divide thanks to closely coordinated calls between EIE and the I3 Instrument. They will be joining forces to mobilise regional ecosystems to tackle the burning challenges identified in NEIA and trigger deeptech innovation potential in Europe.
- Strengthen and expand cooperation between innovation ecosystems worldwide; foster more inclusive and gender equal innovation ecosystems; reduce territorial inequalities in access to innovation support.

The Actions under CONNECT destination will support the New European Innovation Agenda, particularly by:

- Setting up joint programmes among innovation ecosystems actors to strengthen interconnectedness between the actors;

- Providing Specialist Advisory Services to build capacities on innovation procurement and Stimulating Experimentation Practices to support policy makers in their aim to enable, promote and support transformative innovation by utilising the different experimentation frameworks/spaces (such as regulatory sandboxes, living labs, and test beds);

In addition, the "Women TechEU" scheme will provide grants of € 75,000 support to selected early stage deep tech women founders.

InnovSMEs will continue to support the European Partnership on Innovative SMEs ('Eurostars 3'), which helps innovative SMEs to increase their R&I capacity and embed in global value chains and new markets.

(^{15}) The flagship 3 of the NEIA ("Regional Innovation valleys") will foster concrete synergies between EIE and I3 Instrument.

The agency will also be responsible for launching and implementing **procurement, direct action grants and expert contracts,** that support the policy and programme goals of European Innovation Ecosystems. They include:

- Supporting the **EIC Forum** and its **Commission Expert Groups.** Output will include a policy report on obstacles encountered by iCapital cities in their innovation efforts.
- Continuing to implement the **[IP Helpdesk](#)**. An open call for tenders will be launched for a new IP Helpdesk to start as of January 2024.
- Establishing a set of innovation ecosystem specific indicators towards a pilot **European Start-up Scoreboard.**
- Mapping of **regulatory compliance advisory services** and identification of gaps.

In addition, EISMEA will implement legacy activities launched under Horizon 2020 including grants related to INNOSUP and projects fostering collaboration between the EIC and the Knowledge and Innovation Communities (KICs) under the European Institute of Innovation and Technology (EIT).

Supporting its implementation of the EIE, EISMEA will promote the calls, results and success stories of the EIE programme via its digital communication channels. A major communication action will involve the organisation and promotion of info-days.

Further information is available in the annexed [European Innovation Ecosystems performance table](#)

Single Market Programme

The Single Market Programme aims to empower and protect consumers and enable Europe's many small and medium-sized enterprises (SMEs) to take full advantage of a well-functioning Single Market. In doing so, it will ensure continuity in the efficient delivery of the Single Market on the ground, while providing better value for money for EU citizens.

The agency will implement several complementary strands of the Single Market Programme: the Consumer objective (actions aimed at protecting the rights of consumers in the internal market); the SME pillar (actions to support the competitiveness of SMEs), as well as actions designed to strengthen the internal market and provide support to standardisation.

By implementing these actions, EISMEA will help to generate more business opportunities in the Single Market, ensure that more European SMEs have access to cross-border business by digital means, ensure that consumers are empowered and better protected and improve sustainable consumption. As such it will contribute to achieving the European Commission's objectives of a Europe fit for the Digital Age and a European Green Deal.

Consumer objective

The Consumer activities aim at promoting the interests of consumers and ensuring a high level of consumer protection and product safety by empowering, assisting and educating consumers, businesses and civil society; promoting sustainable consumption, supporting competent enforcement authorities, consumer organisations and cooperation actions; ensuring that all consumers have access to efficient redress mechanisms and receive appropriate information on markets and consumer rights.

In this context, the agency will be responsible for implementing **grants** to consumer organisations and bodies in areas including:

- Assistance to consumers in Member States in the form of **Alternative Dispute Resolution**.
- Support for the activities of the consumer organisation at the Union level (**BEUC**).
- Support for joint actions with **European Consumer Centres** (ECCs).

It will also be responsible for **procurement** in areas including:

Market surveillance and enforcement, including: joint actions ("Coordinated Activities on the Safety of Products"), support to the exchanges of EU Member States and EEA EFTA enforcement officials in the areas of consumer safety, the launch of e-enforcement labs, as well as the use of web crawling, data processing and other innovative tools in online market surveillance and product safety. Support to strengthen the operational capacities and cooperation between national authorities responsible for the enforcement of EU consumer protection law.

Capacity building and education, including: capacity building of consumer protection enforcement authorities, consumer organisations and other actors active in consumer policy; promote local advice to consumers, consumer education and awareness raising initiatives; nudge consumers towards sustainable consumption; implementation of innovative training tools and collaborative programmes, supporting the effective use of the Representative Actions Collaboration Tool.

Studies, analyses and surveys, in areas including: consumers' attitudes, behaviours, and experiences with respect to domestic and cross-border trade, awareness of consumer rights and product safety, handling of consumer complaints, and unfair commercial practices

In addition, open call procedures may need to be initiated for the conclusion of a framework contract for the procurement of behavioural studies.

Events and external communication, including: the Consumer Summit, High-level Ministerial/Presidency meetings, and Info-Days.

By implementing these delegated actions, the agency will contribute to improving the empowerment and protection of consumers.

In addition, the agency will implement the **legacy activities of the Consumer Programme (2014-2020)** as well as finalisation of the procedures planned under 2022 WP:

- signature of grant agreements under European Consumer Centres (ECC), Consumer Protection Cooperation (CPC), Alternative Dispute Resolution (ADR) calls
- procurement procedures: Consumer Law Ready, Market Surveillance and Enforcement (CASP), Content update of Consumer and marketing law database, Consumer Summit.

Further information is available in the annexed Consumer objective performance table

SME pillar of the Single Market Programme

The Agency will launch actions to strengthen the competitiveness and sustainability of SMEs and achieve added value at Union level through measures that:

- provide support to SMEs, clusters and other business network organisations, including in the tourism sector, thereby fostering the growth, scale-up and creation of SMEs;
- facilitate access to markets including the internationalisation of SMEs;
- promote entrepreneurship and entrepreneurial skills;
- promote a favourable business environment for SMEs, support digital transformation and promote new business opportunities for SMEs, including for social economy enterprises and those with innovative business models;
- support the competitiveness of industrial ecosystems and sectors as well as the development of industrial value chains;
- promote the modernisation of industry, contributing to a green, digital and resilient economy.

In this context, the agency will be responsible for implementing **grants** for, inter-alia:

- Enterprise Europe Network (EEN); including the EEN energy efficiency action;
- Erasmus for Young Entrepreneurs (EYE);
- Cross-sectoral, interdisciplinary and trans-European Joint Cluster Initiatives (EUROCLUSTERS),
- European agrifood sustainability cluster partnerships;
- Support to Ukrainian companies to integrate into the Single Market and for new Ukrainian entrepreneurs to gain experience and contacts in a Member State;
- Empowering tourism SMEs to transition to a more sustainable and resilient ecosystem;
- Boosting SMEs' and stakeholders' capacities to participate in construction and renovation projects through the Affordable Housing Initiative European Partnership;
- Organising EU Industry Days 2023 and the Enterprise Europe Network annual conference.

It will also be responsible for **procurement** in areas including:

- Communication, training, and IT support for existing structures such as EEN and EYE (with a focus on promoting the uptake of EYE in Ukraine and ensuring much greater EEN visibility in line with the recommendations of the European Court of Auditors);
- Management of the European Cluster Collaboration Platform;
- Support to the implementation of SME Policy, including the SME Performance Review, SME Assembly, and credit management training and financial literacy for SMEs;
- Support to women entrepreneurs. Including a media campaign and events to promote girls and women in ESTEAM (STEM+Arts+Entrepreneurship).

In addition, the agency will implement **the actions of the SME pillar under the Single Market Programmes 2021 and 2022 and the legacy activities of the COSME programme (2014-2020)** which include actions on: SME policy, entrepreneurship, social economy, clusters, skills, Key Emerging Technologies, unitary patents, fashion industry and manufacturing support, construction, internationalisation, artificial intelligence, innovation, tourism, defence, access to finance, support to SMEs and to entrepreneurs. Particular attention will be provided to the final delivery of the EEN Platform.

EISMEA will promote the SMP's networks and initiatives, new calls and results (success stories) via its digital communication channels. In addition, it will contribute to DG GROW's communication campaign for the 30th anniversary of the Single Market via local events and national actions organised by EEN Partners. Major events will include the EEN Annual Conference, SME Assembly, EU Industry Days and European Tourism Day.

Further information is available in the annexed SME pillar performance table

Internal Market and support to standardisation

The agency will be entrusted with implementation of tasks aimed at the promotion and support of market surveillance to eliminate barriers for products in the single market and setting up European standards with stakeholder participation, including:

Market surveillance
- Requests for service under a joint framework contract with DG GROW and DG JUST to support joint enforcement actions;
- Requests for service under a framework contract to support EU market surveillance campaigns, associated activities and training – EU Product Compliance Network;
- Implementation of grants with market surveillance authorities to support the functioning of EU testing facilities (EUTF).

Standardisation

The agency will implement grants with European standardisation organisations (ESOs) and European stakeholder organisations meeting the criteria set out in Annex I and III to Regulation (EU) No 1025/2012. These include:

- **Action grants to European standardisation organisations** to carry out the development and revision of European standards and associated activities.
- **Operating grants to European stakeholder organisations** representing consumer, environmental, and social interests in European standardisation.
- **Action grants with a European stakeholder organisation** to represent the interests of SMEs in European standardisation.

In terms of **legacy activities**, the agency will continue managing 22 action grants, concluded in the period 2013 to 2020 under successive Framework Partnership Agreements with European standardisation organisations CEN, CENELEC, and ETSI, to implement the activities described in Art 15 of Regulation (EU) 1025/2012.

Further information is available in the annexed Internal Market and support to standardisation performance table

European Regional Development Fund (ERDF)

The ERDF aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions. As a component of the ERDF, the Interregional Innovation Investments (I3) Instrument helps businesses work with innovation actors in other regions to bring innovative products and services to market and address societal challenges. This strong cohesion policy dimension will contribute to the development of European value chains in shared or complementary smart specialisation areas. By implementing actions under the I3 Instrument, EISMEA will promote innovative and smart economic transformation across the EU, thus contributing to the European Commission's objective of a Europe fit for the Digital Age.

Interregional Innovation Investments (I3) Instrument

The Interregional Innovation Investments (I3) Instrument aims at supporting interregional innovation projects in their commercialisation and scale-up phases. It gives quadruple helix stakeholders the tools to bring their innovations on the market through interregional collaboration.

It provides financial and advisory support through three strands, which all aim at connecting stakeholders from regions of all levels of economic development.

- **Strand 1**: Investment and advisory support to innovation actors on the base of shared or complementary Smart Specialisation priority areas, typically to strengthen the competitiveness of existing EU value chains.

- **Strand 2a:** Investment and advisory support to innovation actors on the base of shared or complementary Smart Specialisation priority areas for the development of value chains in less developed regions.

- **Strand 2b**: aims at increasing the capacity of regional innovation ecosystems in less developed regions to participate in EU value chains and build interregional collaborations with other regions. This strand also focuses on building capacities of innovation ecosystems and individual actors for a successful participation in Strands 1 and 2a.

Throughout 2023 EISMEA will continue implementing the I3 instrument. It will include:

- monitoring the first wave of signed Strand ½a projects
- evaluation and grant agreement preparation of Strand ½a projects
- evaluation and grant agreement preparation of Strand 2b projects
- 'I3 Support Facility' tender procurement launch for technical assistance

I3 Support facility relates to planned actions focusing on capacity building and experimentation (technical assistance). I3 activities are expected to evolve further based on established mechanisms of cooperation with DG REGIO, views expressed by the Commission expert group on I3 and experience from the project implementation (policy

feedback). The flagship 3 of the NEIA ("Innovation valleys") will allow for concrete synergies between EIE and I3.

Supporting its implementation of I3, EISMEA will promote new calls, calls results and success of the I3 Instrument programme in meeting its objective to strengthen innovation in Europe's regions and bridging regional development gaps through interregional collaboration. This will include sharing results of the first successful projects chosen from the calls launched as part of the 2021-2022 I3 Instrument Work Programme, as well as organising and promoting the info days.

Further information is available in the [Interregional Innovation Investments performance table](#)

InvestEU Programme

The InvestEU Programme has the following specific objectives:

(a) supporting financing and investment operations related to research, innovation and digitisation, including support for the scaling up of innovative companies and the rolling out of technologies to market;

(b) increasing the access to and the availability of finance for SMEs and for small mid-cap companies and to enhance the global competitiveness of such SMEs.

The Agency provides technical support to DG R&I in all matters related to the implementation of the InvestEU regulation when requested by DG R&I and when this support falls in the field of expertise of the Agency. In particular, the Agency will support DG RTD (and DG CONNECT) on InvestEU communication opportunities and activities and on developing synergies between the EIC and InvestEU and where necessary statutory reporting/accounting.

These provisions apply to all legacy financial instruments such as RSFF, RFF, EFSI, InnovFin, or NER300.

The Agency may participate in InvestEU meetings and other activities as observer to provide technical support to DG RTD, when requested by DG RTD and when this support falls in the field of expertise of the Agency. In this context, the Agency may support DG RTD in preparing InvestEU meeting documents and contributions as far as RTD objectives (including innovative SMEs) are concerned.

PART 4. Modernising the administration: main outputs for 2023

The internal control framework ([16]) supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

EISMEA has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the agency's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles. Particular attention will be paid to the adequacy of the internal control system taking into account the specificities of the EIC.

Notably, EISMEA will take into due consideration the recommendations in the final audit report on the design and early implementation of the EIC in EISMEA, DG RTD and DG CNECT received on 30 January 2023, which identified areas in need of improvement in 2023. The remedial measures envisaged to be implemented are described in a Joint Action Plan. They include updating EISMEA's Anti-Fraud and Control Strategies, with particular attention given to the specificities of the EIC.

A. Human resource management

Human Resources activities in 2023 will strengthen the work of the two initial years of EISMEA to create the best workplace for staff. This will be grounded in EISMEA's values and the EISMEA Management Charter adopted in 2022.

2023 Staff allocation and Full Time Equivalent (FTEs) reduction

According to the agency's delegation act and specific financial statement (SFS), EISMEA's staff numbers will gradually start to reduce as from 2023. The number of Full Time Equivalent (FTEs) will go down from 423 FTEs in 2022 to 318 FTEs by 2027, representing a total reduction of 105 FTEs over the period.

In 2023, a first reduction of 15 FTEs will be applied, respecting the allocation per delegated programme while ensuring the balance between the different types of activities: approximately 70% for operational activities (OP) and approximately 30% for finance & budget activities (FB) and management & horizontal activities (H).

In 2023, the cuts will be primarily achieved through vacant posts, which means that no staff member will be directly affected in the coming year.

For future years, EISMEA is developing an HR strategy to manage post reductions and working with the other Executive Agencies on ways to facilitate inter-agency movement of

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([16]) Communication C(2017)2373 - Revision of the Internal Control Framework

staff. On the second point numerous discussions are ongoing between the six Executive Agencies to reinforce the collaboration on the sharing of reserve lists and joint selection procedures.

A strategy will be developed and discussed at EISMEA Steering Committee in the second trimester of 2023.

Building up and reaching out

In 2023 the agency will strengthen its induction programme by organising regularly an Induction Day for newcomers, consisting of a welcome message from the agency's management (Director's office, Heads of Departments and Units etc.) and the presentation of the agency's activities. To attract and hire the very best candidates, the agency intends to continue to use a broad range of recruitment channels combined with competency-based assessments.

Shaping the agency's organisational culture

The agency will continue to implement its internal communication strategy, adopted in 2022 with a number of actions designed to help the agency achieve three goals:

- **Establishing EISMEA as an outstanding employer through listening to staff and promoting dialogue**. Initiatives will include: regular "open door" slots and informal coffee chats for staff with senior management as well as Town-Hall meetings to encourage open and transparent exchanges.
- **Building up a vibrant and inclusive working environment** by continuing to promote bottom-up initiatives (including wellness, sustainability and cycling) and rolling out a year-long campaign focusing on EISMEA's values.
- **Establishing EISMEA as a beacon of innovation** including a series of TED-style lunchtime talks from innovators, further use of the agency's "idea lab" to harvest and implement the best ideas from staff and providing opportunities for staff to visit innovative companies.

Four events per year (two bottom-up events linked to the country of the rotating EU Presidency and two agency-wide get-togethers) are planned for 2023 to further build and develop the corporate culture in line with the above three goals.

Implementing a modern HR service

Following intense preparatory work in 2022, the adoption of the Interagency HR Strategy (for all Executive Agencies) is planned for January 2023. The implementation of the Action Plan will follow as from early 2023.

EISMEA will reflect on the best way to implement the 360° appraisal exercise in the agency early 2023, to help ensure high standards of management.

EISMEA will continue to implement the training strategy for both managers and staff drafted in 2022 based on needs expressed by heads of unit and the survey on Internal Control Framework. The training offer will include training on ethics and whistleblowing.

The agency will also follow closely the development of the DG HR Strategy along with all initiatives that DG HR will propose in the context of the diversity and inclusion programme.

Facilitating career development and increasing synergies between Executive Agencies

In 2023 the agency will continue working to build efficiencies in talent acquisition (supporting joint recruitment procedures and sharing its reserve lists with other Agencies).

The agency will also actively participate in the working group with DG HR and other agencies on the pilot exchange programme between DGs and EAs.

Promoting gender balance

Seconded middle managers are part of the seconding DGs' staff. As such the responsibility for promoting gender balance and ensuring first female appointments to middle-management positions lies with the parent DG. The agency fully supports the target and will provide parent DGs with a regular overview of the gender and geographical distribution within the middle management and will continue to help the parent DGs in reaching the Commission targets.

In addition, the agency intends to take a number of pro-active initiatives to promote diversity and inclusion in line with the Commission's initiatives. They include the inter-agency women talent programme with the objective of empowering women aspiring to leadership positions.

Further information is available in the annexed HR Management performance table

B. Sound financial management

In 2023, the Agency will prepare and implement the actions of the Joint Action Plan to address the recommendations of the IAS audit report on the Design and early implementation of the EIC that are under its responsibility and will work closely with DG RTD on the implementation of other relevant actions of the Joint Action Plan.

The agency will continue implementing efficient and cost-effective control procedures to ensure the proper implementation of the delegated programmes and more particularly the legality and regularity of financial transactions. This will be carried out, in accordance with the principle of sound financial management as well as the effective protection of the financial interests of the Union.

The Agency's Internal Control represents a comprehensive system of processes providing reasonable assurance to the management of the agency.

In 2023, the agency will continue monitoring the implementation of the Internal Control Framework based on updated Internal Control Monitoring Criteria and will implement a number of actions identified following the 2022 Internal Control Assessment exercise to further improve its Internal Control Systems. Updated control and anti-fraud strategies that will reflect the specificities of the EIC programme will be developed with the support of DG RTD and validated through the parent DGs.
An assessment of the internal control components to check their alignment to the specificities of the EIC Programme will also be carried out in line with the Joint Action Plan drafted following the final recommendations of the IAS audit on the Design and early implementation of the EIC.

In the second quarter of the year, the agency will review the risks identified in relation to programme implementation in 2023. At year-end, in the context of the 2024 work programme preparation, the agency will conduct its annual risk assessment exercise.
The agency will continue to provide training for staff on different aspects of the Internal Control Framework. In addition, EISMEA will make the use of its internal network of colleagues to raise awareness about Internal Control related topics, including the implementation of the risk assessment exercise and the appropriate use of exception and non-compliance reports.

To ensure an adequate management of risks related to legality and regularity of underlying transactions, the agency will draft the agency's Internal Control strategy where ex-ante and ex-post controls will be embedded in its programme management processes.

In 2023, the agency will start collecting data related to the management of the delegated programmes Single Market Programme (SMP) and the Interregional Innovation Investments (I3) Instrument, with a view to drafting its ex-post audit strategy.

The existing ex-post audit strategy covering the legacy programmes managed by EISMEA will continue to be implemented.

In the area of financial management, further harmonisation of business processes should lead to significant efficiency gains in the financial management of the delegated budgets in 2023.

Further information is available in the annexed Sound Financial Management performance table.

Finally, the Agency will update and complete its internal guidance/manual of procedures for the evaluation process (step by step) to cover adequately for all strands of the EIC programme, including a clear and formal definition of the roles and responsibilities of the Programme Managers, the internal process for performing the eligibility checks (in line with the corporate guidance), the conflict of interest checks, as well as the specific guidance as regards Russian and Belarus entities.

C. Fraud risk management

In 2023, the agency will revise the Anti-Fraud Strategy, adopted in 2017 to cover the programmes of the new mandate and will integrate the action points included in the most updated Commission and Research Family's Anti-Fraud Strategies. Particular attention will be paid to the specificities of the EIC programme, as per the Joint Action Plan following the IAS audit on the Design and early implementation of the EIC.

Following the Anti-Fraud Risk assessment that was conducted in the last quarter of 2022 through the EISMEA's Anti-Fraud Correspondents, the Anti-Fraud Risk Register will be reviewed and amended as necessary by Senior Management of the Agency. The final Anti-Fraud Risk Register will form the basis for the drafting of the EISMEA's Anti-Fraud Strategy that will be shared with DG RTD for comments prior to the Peer Review through the FPDNet. Once the comments received from the Peer Review have been integrated, the Anti-Fraud Strategy will be submitted to OLAF prior to the approval of the Agency's Steering Committee.

In addition, the agency will undertake the following anti-fraud activities:

-    capacity building on anti-fraud skills for effective prevention and detection of potential fraud cases through training inspired by the materials used in the common antifraud training in the Research Family (mandatory for newcomers);
-    cooperation with OLAF by providing timely information for handling of selections and investigations; enhancing reactivity in case of suspicion of fraud by taking timely precautionary measures;
-    improving the agency's responsiveness with regard to recoveries, penalties and other corrective measures in cases of fraud;
-    participation and sharing best practices in the Fraud Prevention and Detection Network and the Fraud and Irregularities in Research Committee in the frame of prevention activities.

In collaboration with the other Executive Agencies, EISMEA is part of a working group designed to formalise the working arrangements with the European Public Prosecutor's Office (EPPO). The agency is working closely with EPPO in its cases of criminal investigations and prosecutions across various Member States for crimes against the financial interests of the EU.

Further information is available in the annexed Fraud Risk Management performance table

D. Digital transformation and information management

For the implementation of Horizon Europe, the Agency uses the eGrants IT applications suite by default. Where provided for by Horizon Europe legal base and EIC work programmes, in consultation and subject to prior validation of the solution by the relevant parent-DGs and corporate IT governance bodies, the Agency may use, develop and procure

specific IT solutions, complementing corporate solutions. The planning, budgeting, procurement, and development of specific IT tools must comply with the Commission's established IT governance and cybersecurity rules and follow the Commission's Digital Strategy.

In this frame, EISMEA will lead or be associated to, together with DG RTD.CIC and DG DIGIT, the implementation of the various actions identified in the agreed joint action plan answering the recommendation of the IAS on the early design and implementation of the EIC, and will comply with their related conclusions.

The agency operates in line with the Commission Digital Strategy (CDS) ([17]) focusing on the following four objectives:

Digital transformation

- Objective #1 (CDS) DIGITAL CULTURE – EISMEA will improve digital skills by promoting the use of collaborative and interoperable tools and offering support and training on these tools. Emphasis on raising the cybersecurity awareness of staff with locally organised information sessions and by promoting corporate training.
- Objective #3 (CDS) DIGITAL TRANSFORMATION – In the framework of business acceleration, EISMEA will invest in digital modernisation, using innovative technologies and Artificial Intelligence to facilitate finding and allocating experts to evaluate proposals with the aim to deliver high-quality programme management.
- Objective #4 (CDS) SEAMLESS DIGITAL LANDSCAPE – EISMEA will use the Dual Pillar Approach "Reuse, Buy, Build" for all new IT initiatives of the Agency.
- Objective #5 (CDS) – GREEN, RESILIENT AND SECURE INFRASTRUCTURE – EISMEA will develop/update its IT Security Plans, all staff are expected to upgrade to WELCOME.

Information and IT security rules

On cybersecurity, the agency will continue to benefit from the services of the Centralised Local Informatics Security Officer (LISO) which has reinforced the application of relevant corporate policy/actions in this area. This will also enable the planning of awareness training activities.

- Mandatory use of the *EU Login authenticator* for all IT systems and the enabling of Multi-Factor Authentication (MFA) for SNC (sensitive non-classified) systems are to be finalised by end 2022 and will be operational in 2023;
- *Security plans coverage in EISMEA* – EISMEA will proceed with update of the relevant security plans and finalise the ongoing ones;
- Cybersecurity awareness activities will continue (as per 2022) for senior managers and staff.

([17])   Communication on the Commission digital strategy - C(2022) 4388

Data, information and knowledge management

In line with the corporate collaboration and knowledge sharing principle, the agency will foster the use of corporate IT platforms (i.e. M365, HAN system, SharePoint, Data hub/catalogue solutions, etc.). Adhering to the data governance and data policies of the European Commission, EISMEA carried out an assessment of its key data assets and completed the EC data catalogue. The Agency is committed to performing continuous proactive updates to the EC data inventory.

In line with the EC Collab modernisation initiative, EISMEA will implement its SharePoint Online ecosystem to benefit from faster more inclusive collaboration and knowledge sharing across the agency. This will facilitate a more efficient management, discovery and reusability of information and knowledge. A migration of all legacy systems towards this new ecosystem is planned for the coming year.

In addition, support to staff for collaboration and knowledge sharing will be reinforced and communities of practice will be encouraged to bridge silos across programmes.

Data protection

The agency will continue to actively monitor compliance with the Data Protection Regulation (EU) N° 2018/1725 and adopt updates of its Data protection action plan when required, largely based on the Action Plan of the Commission (cf. C(2018) 7432 final) and taking into account the IAS recommendations of the audit on processing of personal data. The agency's Data Protection Officer will provide regular awareness and training opportunities to staff and management, such as data protection clinics and activities on European Data Protection Day, as well as updating internal rules and guidelines.

In 2023 the agency will ensure the application of the updated procedure on data breaches and for data subject rights, while clarifying the obligations of Data controllers to update and publish their records regularly and while ensuring the appropriate allocation of resources for compliance with data protection obligations.

Further information is available in the annexed Digital Transformation and Information Management Performance Table.

E. Sound environmental management

EISMEA will promote the EMAS corporate campaigns at local level and identify local environmental actions to support the Commission's commitment to implement the objectives of the Green Deal for its own administration, including becoming climate neutral by 2030 ([18]). These will include:

([18])   Communication to the Commission – Greening the Commission C(2022) 2230

- Participation in corporate energy saving actions, by closing the COV2 building during the Christmas and New Year / summer holiday period, and/or optimisation of the temperature in EC buildings.
- Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns in collaboration with OIB and DG HR (EMAS Team).
- Staff awareness actions on reducing GHG emissions (action on sustainable commuting during EU Mobility week and VeloWalk corporate events) and raise staff awareness on sustainable commuting in collaboration with OIB (e.g. availability of bike parking facilities, lockers and showers).
- Staff awareness actions on digital pollution and gradual change of behaviours, avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data (Digital Frugality Action).
- Staff awareness actions on the promotion of "green items" among EC office supplies' catalogue by introducing a specific office supplies' catalogue, including a majority of 100% "green items.
- First experiences of desk sharing to reduce the workspace allocation.
- Raising awareness about paper use in the office and reducing consumption. During the COVID-19 pandemic, EISMEA made significant progress towards paperless working methods. The agency commits to further improving paperless workflows and reducing the use of paper. Staff awareness actions will help ensure full engagement of staff towards this goal.
- Substantial increase of the use and number of VC meeting rooms in the agency and promoting their use. Equipping eight additional meeting rooms with new SCIC VC systems options for remote meetings will further foster hybrid working methods and contribute to achieving carbon neutrality by providing valid alternatives to air travel.
- Implement the EC Guidelines for sustainable meetings and events. This will complement the previous action, because the first step is to assess if a physical event or meeting is necessary and if it could be replaced by using audio or videoconferencing instead. The guidelines cover many aspects of the meeting, from the venue, to transport and catering to promotional material and social aspects, ensuring our events are sustainable.

Further information is available in the annexed Sound Environmental Management performance table.

F. Initiatives to improve economy and efficiency of financial and non-financial activities

As described above, initiatives in 2023 will include:

- Increasing the use of digital platforms for HR services to ensure a more efficient and effective use of the administrative budget;

– Increasing the use of collaborative IT tools to ensure that data becomes more searchable and shareable among staff.

ANNEX 1: Performance tables

EIC Pathfinder performance table

General objective: A Europe fit for the digital age

Specific objective: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies (DG RTD)

Europe's open strategic autonomy is ensured in critical technology areas (DG CNECT)

From 2020-2024 Strategic Plans

Main outputs in 2023:

Output	Indicator	Target
Calls for proposals	Number of calls published	2
Calls for tender	Number of calls published	0
Evaluation sessions	Number of evaluation sessions implemented	100% (by early 2023)
	Time to inform applicants	100% within 5 months
	% of evaluated proposals challenged under the evaluation review procedure	Less than 2%
	% of evaluated proposals re-evaluated following review requests	0-2 proposals
Grant agreements	Number of grant agreements signed	~90
	Time to grant	96% within 8 months
Contracts	Number of contracts signed	0
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	50 (from legacy projects)
Payments	Time to pay	100% payments executed within the legal time limit

EIC Transition performance table

General objective: A Europe fit for the digital age

Specific objective: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies (DG RTD)

Europe's open strategic autonomy is ensured in critical technology areas (DG CNECT)

From 2020-2024 Strategic Plans

Main outputs in 2023:

Output	Indicator	Target
Calls for proposals	Number of calls published	2
Calls for tender	Number of calls published	1
Evaluation sessions	Number of evaluation sessions implemented	100%
	Time to inform applicants	100% applicants informed within 17 weeks (~4 months) from submission deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3%
	% of evaluated proposals re-evaluated following review requests	Less than 2%
Grant agreements	Number of grant agreements signed	55
	Time to grant	90% grants signed within 6 months from submission deadline
Contracts	Number of contracts signed	Min 50 GAPs signed
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	Min 16 final project reports (this may be impacted by amendments due to COVID)
Payments	Time to pay	100% payments executed within the legal time limit

EIC Accelerator performance table

General objective: A Europe fit for the digital age

Specific objective: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies (DG RTD)

Europe's open strategic autonomy is ensured in critical technology areas (DG CNECT)

Main outputs in 2023:

Output	Indicator	Target
Calls for proposals	Number of calls published	1 continuous call (short proposal) 1 call with 9 topics (1 open + 8 challenges) with 3 cut-off dates for the challenges and 4 cut-off dates for the Open topic (full proposal)
Evaluation sessions	Number of evaluation sessions implemented	1 continuous session for continuous call (short proposal) 4 sessions (4 cut-off dates for Open and 3 cut-off dates for Challenges mentioned above – full proposals with interviews)
	Time to inform applicants	30 days for short proposal from submission to outcome 35 days for full proposal from cut-off date to outcome of remote evaluation 4 months max from cut-off to final decision of interview
	% of evaluated proposals challenged under the evaluation review procedure (for short proposals)	< 2%
	% of evaluated proposals re-evaluated following review requests (for short proposals)	< 0.5%
Grant agreements	Number of grant agreements signed	N/A
	Time to grant	N/A
Contracts	Number of contracts signed	200 Under Horizon Europe
Final reports of concluded Grant Agreements, Contracts	Number of final reports assessed	80 SME Instrument and FTI; 120 EIC Pilot 14 EIC Accelerator
Payments	Time to pay	> 95% within the legal limit - **For EIC Accelerator Pilot and Horizon Europe projects**: 60 days for periodic reporting linked to additional pre-financing requests and 90 days for final periodic reporting; **- For SMEI Phase 2 and FTI projects**: 90 days for interim and final periodic reporting.

EIC Prizes performance table

General objective: A Europe fit for the digital age

Specific objective: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies (DG RTD)

From 2020-2024 Strategic Plans

Main outputs in 2023:

Output	Indicator	Target
Calls for applications	Number of calls for applications published	8
Evaluation sessions	Number of evaluation sessions implemented	7
	Time to inform applicants	100% within 5 months of application deadline
	% of evaluated proposals challenged under the evaluation review procedure	< 0.5%
	% of evaluated proposals re-evaluated following review requests	< 0.5%
Prizes awarded	Number of individual prizes awarded	24
Payments	Time to pay	100% payment executed within the legal time limit
Outreach and promotion	Number of information and promotion events organised	7
	Average number of participants or views per event	200

EIC Community and BAS performance table

<table>
<tr><td colspan="3">General objective: A Europe fit for the digital age

Specific objective: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies (DG RTD)

From 2020-2024 Strategic Plan</td></tr>
<tr><td colspan="3">Main outputs in 2023:</td></tr>
<tr><td>Output</td><td>Indicator</td><td>Target</td></tr>
<tr><td>Calls for proposals</td><td>Number of calls published (CSA)</td><td>1</td></tr>
<tr><td>Calls for tender</td><td>Number of calls published</td><td>5</td></tr>
<tr><td rowspan="2">Grant agreements</td><td>Number of grant agreements signed</td><td>1</td></tr>
<tr><td>Time to grant</td><td>100% signed less than 6 months from submission deadline</td></tr>
<tr><td>Contracts</td><td>Number of contracts signed</td><td>5 (procurement)</td></tr>
<tr><td>Final reports of concluded Grant Agreements and Contracts</td><td>Number of final reports assessed</td><td>2</td></tr>
<tr><td>Coaching cases</td><td>Number of coaching cases</td><td>1100</td></tr>
<tr><td></td><td>Satisfaction from coaching service</td><td>90%</td></tr>
<tr><td>BAS events</td><td>Number of BAS events</td><td>40</td></tr>
<tr><td></td><td>Participating EIC beneficiaries</td><td>500</td></tr>
<tr><td></td><td>Average Deals for matching events</td><td>1-2</td></tr>
<tr><td>EIC Community</td><td>Number of members</td><td>14000</td></tr>
</table>

EIC Communication Performance Table

General objective: A Europe fit for the digital age

Specific objective: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies (DG RTD)

Europe's open strategic autonomy is ensured in critical technology areas (DG CNECT)

From 2020-2024 Strategic Plans

Main outputs in 2023:

Output	Indicator	Target
EIC conference co-organised with the Swedish Presidency	Number of participants (physical + online)	400
EIC info day	Number of participants (online)	700
Presence at the important deep-tech/start-ups events (Hello Tomorrow, Sifted, Slush, Web Summit, etc.)	Number of events	20
Digital communication (EIC website and EIC social media accounts)	EIC website – Page views	+10%
	EIC Twitter – Number of followers	+10%

European Innovation Ecosystems performance table

General objectives: A Europe fit for the digital age; an economy that works for people.

Specific objectives: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies (DG RTD)

Research and innovation actions, increased R&I investments and the R&I component of the European Semester boost economic growth and jobs creation (DG RTD)
From 2020-2024 Strategic Plan

Main outputs in 2023:

Output	Indicator	Target
Calls for proposals	Number of calls published	3 (= 5 topics)
Calls for tender	Number of calls published	3
Evaluation sessions	Number of evaluation sessions implemented	5
	Time to inform applicants	5 months
	% of evaluated proposals challenged under the evaluation review procedure	<5%
	% of evaluated proposals re-evaluated following review requests	<3%
Grant agreements	Number of grant agreements signed	161 (EIE, EIC)
	Time to grant	95% within 8 months
Contracts	Number of contracts signed	3
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	62 (Innosup, EIC, EIE)
Payments	Time to pay	90 days (grants)
Info day	Number of participants	300

SMP Consumer objective performance table

General objectives: A European Green Deal, A Europe fit for the digital age
Specific objectives: Consumers are empowered and better protected (DG JUST)
From 2020-2024 Strategic Plan
Main outputs in 2023:

Output	Indicator	Target
Calls for proposals incl. invitations to submit proposals	Number of calls published incl. invitations sent	3
Calls for tender incl. RfS	Number of calls published incl. RfS	+/- 17 (incl. 4 legacy)
Evaluation sessions	Number of evaluation sessions implemented	100%
	Time to inform applicants	100 % applicants informed within 6 months from submission deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 8%
	% of evaluated proposals re-evaluated following review requests	Less than 8%
Grant agreements	Number of grant agreements signed	67-77 (incl. 27 legacy)
	Time to grant	100 % grants signed within 9 months from submission deadline
Contracts	Number of contracts signed	+/- 17 (incl. 4 legacy)
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	46
Payments	Time to pay	100% payments executed within the legal time limit

SMP SME pillar performance table

General objective: A Europe fit for the digital age
Specific objective: More European SMEs have access to cross-border business by digital means (DG GROW)
From 2020-2024 Strategic Plan

Main outputs in 2023 ([19]):		
Output	**Indicator**	**Target**
Calls for proposals	Number of calls published	9 90% of calls for proposals in SMP SME annual work programme 2023 published by 31/12/2023.
Calls for tender	Number of calls published	7 70% of calls for tender in the SMP SME annual work programme 2023 published by 31/12/2023.
Evaluation sessions	Number of evaluation sessions implemented	7 evaluations for call for proposals and 7 evaluations for calls for tenders (3 calls for tenders from WP 2022 and 4 from WP 2023) by 31 December 2023. 1 evaluation session for proposals from international partners of the EEN (participation without EU funding)
	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline.
	% of evaluated proposals challenged under the evaluation review procedure	Less than 2.75% of evaluated proposals.
	% of evaluated proposals re-evaluated following review requests	Max. 0.5% of evaluated proposals.
Grant agreements	Number of grant agreements signed	27 SMP SME grant agreements (15 from WP 2022 and 12 from WP 2023) signed by 31 December 2023. 15 cooperation agreements with International Partners of the Enterprise Europe Network

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([19]) the table includes also COSME legacy actions

		(without EU funding).
	45	90% of grant agreement preparations (GAPs) initiated before 30/09/2023, signed by 31/12/2023.
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	14-18 contracts (11-14 from WP 2022 and 3-4 from WP 2023).
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	At least 40 final reports assessed. 100 % of the final reports submitted before 31st October 2022 assessed.
Payments	Time to pay	100% of payments within legal deadlines
Event (Enterprise Europe Network Annual Conference)	Number of participants	500
SME Assembly	Number of participants (physical + online)	650
EU Industry Days	Number of participants (physical + online)	600
European Tourism Day	Number of participants (physical + online)	450

SMP Internal Market and support to standardisation performance table

General objective: A Europe fit for the digital age

Specific objective: More business opportunities are generated in the Single Market (DG GROW)

From 2020-2024 Strategic Plan

Main outputs in 2023:

Output	Indicator	Target
Calls for proposals	Number of calls published	5 (3 ESOs calls, 1 Annex III call, 1 EUTF call)
Calls for tender	Number of calls published	1-3
Evaluation sessions	Number of evaluation sessions implemented	100%
	Time to inform applicants	100% informed within 6 months from submission deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 8%
	% of evaluated proposals re-evaluated following review requests	Less than 8%
Grant agreements	Number of grant agreements signed	40-50
	Time to grant	100% signed within 9 months from submission
Contracts	Number of contracts signed	1-2
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	14
Payments	Time to pay	100% executed within the legal deadline

Interregional Innovation Investments performance table

General objective: A Europe fit for the digital age
Specific objective: Innovative and smart economic transformation across the EU (DG REGIO)
From 2020-2024 Strategic Plan

Main outputs in 2023:		
Output	**Indicator**	**Target**
Calls for proposals	Number of calls published	3
Evaluation sessions	Number of evaluation sessions implemented	5 (including Strands 1, 2a, 2b, 3 as well New European Innovation agenda call)
	Time to inform applicants	100 % applicants informed within 6 months from submission deadline
	% of evaluated proposals challenged under the evaluation review procedure	<5%
	% of evaluated proposals re-evaluated following review requests	<3%
Grant agreements	Number of grant agreements signed	20 for all calls in October 2022 and December 2022
	Time to grant	100% within 9 months
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	0
Payments	Time to pay	100% payments executed within the legal time limit
Info days	Number of participants	600

HR Management performance table

<table>
<tr><td colspan="3">Objective: EISMEA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the agency's priorities and core business.</td></tr>
<tr><td colspan="3">Indicator 1 [mandatory]: [20] Number and percentage of female representation in middle management [21]
Source of data: DG HR</td></tr>
<tr><td colspan="2">Baseline (female representation in middle management)

38% (5 out of 13) (13 includes a HoU vacant post)</td><td>Target
50 % by 2024 [22]</td></tr>
<tr><td colspan="3">Indicator 2 [mandatory]: EISMEA staff engagement index
Source of data: Commission staff survey</td></tr>
<tr><td colspan="2">Baseline:
69% (2021 EU Staff Survey)</td><td>Target

72%</td></tr>
<tr><td colspan="3">Indicator 3: Occupation rate of the establishment plan
Source of data: EISMEA/ Establishment Plan</td></tr>
<tr><td colspan="2">Baseline:
90% (2022)</td><td>Target (2023)
90%</td></tr>
<tr><td colspan="3">Main outputs in 2023:</td></tr>
<tr><td>Output</td><td>Indicator</td><td>Target</td></tr>
<tr><td>BUILDING UP AND REACHING OUT</td><td></td><td></td></tr>
<tr><td>Use of competency framework in recruitment process</td><td>Completion of competency-based assessments</td><td>September 2023</td></tr>
<tr><td>Induction Day</td><td>Number of sessions – one every 3 months.</td><td>4 completed by December 2023</td></tr>
<tr><td>CREATING A NEW ORGANISATIONAL CULTURE</td><td></td><td></td></tr>
<tr><td>Values campaign</td><td>Number of participants involved in activities</td><td>200 staff members participating in activities connected to two or more of EISMEA's six values.</td></tr>
<tr><td>Lunchtime talks</td><td>Number of talks, participation rate, feedback</td><td>7 talks in 2023, average of 70 participants per session, positive feedback via survey.</td></tr>
<tr><td>Visit to innovative company</td><td>Number of visits</td><td>One visit in 2023</td></tr>
<tr><td>IMPLEMENTING A MODERN HR SERVICE</td><td></td><td></td></tr>
</table>

[20] Seconded middle managers are part of the seconding DGs' staff: The responsibility for achieving the targets is at DG level. The agency is responsible for providing with a regular overview to its parent DGs of the gender representation in middle management within the agency and coordinate between them.

[21] The functions of head of unit and head of department are hereby defined as middle management functions.

[22] 50% by 2024, in line with the Gender Equality Strategy 2020-2025.

Output	Indicator	Target
Awareness raising on ethical rules	Ethics training for management	Twice per year by December 2023
	HR-Awareness raising each quarter (by email or newsletter)	3 reminders by December 2023
	Whistleblowing training session for all staff	2 times/ year by December 2023
360° appraisal of all EISMEA managers	Launch first batch of 360° appraisals	By April 2023
PROMOTING GENDER BALANCE		
Performance management: Agency will roll out a full women talent programme (WTP)	Inter-Agency programme is available for EISMEA staff	2023 edition of WTP

Sound financial management performance table

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Indicator 1: Estimated risk at closure

Source of data: EISMEA AAR 2022

Baseline (2022)	**Target** (2023)
1,64 %	< 2% of relevant expenditure

Main outputs in 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure (HE and SMP) remains as close as possible to 2% (H2020)
	Estimated risk at closure	remains < 2 % of relevant expenditure (HE and SMP) remains: as close as possible to 2% (H2020)
	Threshold of administrative budget error set at 0,5%	Administrative budget error below 0,5%
Efficient controls	Budget execution Time to pay	remains 100% of payment appropriations on time remains 99% of total amount paid
Economy of controls	Overall estimated cost of controls	remains under 4% of funds managed
Implementation of annual audit plan for non H2020 programmes	Total number of audits to be closed within the year (23)	COSME EEN: 2 COSME Actions: 10 Consumer Programme: 9

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(23) On-going audits contracted in 2021 and 2022.
On 14-11-2022 the number of on-going audits are 4 for EEN, 14 for COSME actions and 10 for Consumer.

Fraud risk management performance table

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the EISMEA Anti-Fraud Strategy aimed at the prevention, detection and correction ([24]) of fraud		
Indicator: Implementation of the actions included in the agency's anti-fraud strategy over the strategy's lifecycle		
Source of data: EISMEA Annual Activity Report, EISMEA anti-fraud strategy, OLAF reporting		
Baseline	**Interim milestone**	**Target**
2022 (year preceding the strategy's adoption)	2023 (December)	2026
0% of action points implemented	20%	100% of action points implemented in time

Main outputs in 2023:		
Output	**Indicator**	**Target**
Anti-fraud awareness training sessions	Number of training sessions organised within the year	twice per year – as per EISMEA's anti-fraud strategy
Reports on the state of play of the implementation of the Anti-fraud Strategy	Reporting to management on the state of play of implementation of the action plan included in the AFS	twice per year – as per EISMEA's anti-fraud strategy
Reports to OLAF on implementation of recommendations following OLAF cases	Reporting on the implementation of recommendations issued by OLAF following their investigations	On a case by case basis (max. 6 months after the issuance of OLAF report) + upon request by OLAF on the implementation (usually once per year) – as per EISMEA's anti-fraud strategy and the working practices of OLAF

([24]) Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Digital transformation and information and information management performance table

Objective: EISMEA is using innovative, trusted digital solutions for better information management and administrative processes to become a truly digitally transformed, user-focused and data-driven Agency

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions ([25])

Source of data: EEN and EIC

Baseline (2020)	Interim milestone (2022)	Target (2024)	
31% EEN	70% EEN	90% EEN	
40% EIC	72,64% EIC (TBC)	95% EIC	

Indicator 2: Percentage of implementation of the corporate principles for data governance for [the agency's] key data assets

Source of data: EISMEA

Baseline	Interim milestone (2022)	Target (2024)	
20%	50%	80%	

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data: DPO and HR

Baseline (2018)	Interim milestone (2022)	Target (2024)	
40% ([26])	51% of staff in post for 6 months or longer	100% of staff in post for 6 months or longer	

Main outputs in 2023:

Output	Indicator	Target
Data protection awareness events, training sessions	Number of activities organised per year	four times per year
Review of the agency's Data protection Action plan	Reporting to Director on the implementation of the agency's Data protection Action plan	once per year

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([25]) The European Commission Digital Strategy (C(2018)7118) (https://ec.europa.eu/transparency/regdoc/rep/3/2018/EN/C-2018-7118-F1-EN-MAIN-PART-1.PDF) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made for the selected solutions. For each of the 3 solutions, a table will reflect – per principle - the progress achieved during the last year.

([26]) Estimated value at the entry into force of the Regulation (EU) 2018/1725 in December 2018.

Sound environmental management performance table

Objective: EISMEA takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work		
Main results and outputs in 2023:		
I. More efficient use of resources (energy, water, paper)		
Output	**Indicator**	**Target**
Paperless working methods at EA level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in line with the EMAS corporate action on resource efficiency (March) and/or raise awareness about EA's office paper use in collaboration with OIB where appropriate. Participation in the end of the year energy saving action, by closing down EA's buildings during the Christmas and New Year's holiday period. Number of buildings participating, % of DG buildings participating	Number or % of staff informed Number of actions % reduction Number of. new actions introduced	Address all staff 1 Reduce paper consumption (10%) *compared with previous year* 1 action per year
II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions		
Gradual increased use (and number) of VC meeting rooms in the EA, in collaboration with DG SCIC. Staff awareness on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of VC meeting rooms Number of events organised	10 2
III. Reducing and managing waste		
Implement the EC Guidelines for sustainable meetings and events, e.g. reduce/eliminate single-use plastics, gadgets/gifts	Number of. events	100% of events following guidelines

ANNEX 2: Resources: staff and budget

A. Administrative budget

EISMEA Operating Budget 2022	Title 1 (EUR million)				Title 2 (EUR million)				Title 3 (EUR million)				TOTAL				Grand Total (EUR million)
	EU budget (C1)	EU budget (NGEU)	EFTA/EEA	Third countries contrib.	EU budget (C1)	EU budget (NGEU)	EFTA/EEA	Third countries contrib.	EU budget (C1)	EU budget (NGEU)	EFTA/EEA	Third countries contrib.	EU budget (C1)	EU budget (NGEU)	EFTA/EEA	Third countries contrib.	
Horizon Europe, Pillar III																	
European Innovation Council (EIC) European Innovation Ecosystems (EIE)	24,259	4,767	0,839	1,481	4,218	0,829	0,146	–	1,896	0,372	0,066	–	30,373	5,968	1,050	1,481	38,872
Subtotal	**24,259**	**4,767**	**0,839**	**1,481**	**4,218**	**0,829**	**0,146**	**0,000**	**1,896**	**0,372**	**0,066**	**0,000**	**30,373**	**5,968**	**1,050**	**1,481**	**38,872**
Single Market Programme																	
SME pillar	7,290	–	0,214	–	1,268	–	0,037	–	0,570		0,017	–	9,127	–	0,267	–	9,394
Internal Market and support to Standardisation	1,650	–	0,048	–	0,287	–	0,008	–	0,129		0,004	–	2,065	–	0,061	–	2,126
Consumers	0,863	–	0,025	–	0,150	–	0,004	–	0,067		0,002	–	1,081	–	0,032	–	1,112
Subtotal	**9,803**	**0,000**	**0,287**	**0,000**	**1,704**	**0,000**	**0,050**	**0,000**	**0,766**	**0,000**	**0,022**	**0,000**	**12,273**	**0,000**	**0,360**	**0,000**	**12,633**
European Regional Development Fund																	
Interregional Innovation Investments	0,957	–	–	–	0,166	–	–	–	0,075	–	–	–	1,198	–	–	–	1,198
Subtotal	**0,957**	**0,000**	**0,000**	**0,000**	**0,166**	**0,000**	**0,000**	**0,000**	**0,075**	**0,000**	**0,000**	**0,000**	**1,198**	**0,000**	**0,000**	**0,000**	**1,198**
Total per source of financing within each Title	**35,018**	**4,767**	**1,126**	**1,481**	**6,089**	**0,829**	**0,196**	**0,000**	**2,737**	**0,372**	**0,088**	**0,000**	**43,844**	**5,968**	**1,410**	**1,481**	**52,702**
Total per Budget Title	**42,392**				**7,113**				**3,197**				**52,702**				**52,702**

B. Human resources

Programmes	Staff (EU budget)							Staff from other fund sources		Total
			TAs	Of which seconded officials	CAs	SNEs	Total staff EU budget	EFTA/EEA, Third countries contrib.	Next Generation EU	
Horizon Europe, Pillar III										
European Innovation Council (EIC): DG RTD and DG CNECT	232		69	25	160	3	232	15	41	274
Subtotal operational staff for EIC	161	69%								
Subtotal management & admin support staff for European Innovation Council	71	31%								
European Innovation Ecosystems (EIE): DG RTD and DG CNECT	14		4	4	10		14			14
Subtotal operational staff for EIE	10	70%								
Subtotal management and administrative support staff for EIE	4	30%								
Single Market Programme										
SME pillar: DG GROW	93		23	5	70		93	2		93
Subtotal operational staff for SME pillar	65	69%								
Subtotal management and administrative support staff for SME pillar	28	31%								

Programmes	Staff (EU budget)							Staff from other fund sources		Total
			TAs	Of which seconded officials	CAs	SNEs	Total staff EU budget	EFTA/EEA, Third countries contrib.	Next Generation EU	
Internal Market and support to standardisation: DG GROW	7		2	2	5		7			7
Subtotal operational staff for Internal Market and support to standardisation	5	70%								
Subtotal management and administrative support staff for Internal Market and support to standardisation	2	30%								
Consumers: DG JUST	11		3	1	8		11			11
Subtotal operational staff for Consumers	8	70%								
Subtotal management and administrative support staff for Consumers	3	30%								
European Regional Development Fund										
Interregional Innovation Investments: DG REGIO	9		2	1	7		9			9
Subtotal operational staff for Interregional Innovation Investments	6	69%								
Subtotal management and administrative support staff for Interregional Innovation Investments	3	31%								
Total	**367**		**104**	**38**	**260**	**3**	**367**		**41**	**408**

C. Delegated operational appropriations

EISMEA OPERATIONAL BUDGET 2023		COMMITMENT appropriations (l)				PAYMENT appropriations (l)			
		EU Budget (MFF)	Next Generation EU	EFTA/EEA	TOTAL	EU Budget (MFF)	Next Generation EU	EFTA/EEA	TOTAL
Horizon Europe, Pillar III									
01.020301	European Innovation Council (EIC)	1.156.048.725	450.237.560	33.409.808	**1.639.696.093**	688.834.000	507.372.582	19.907.303	**1.216.113.885**
01.020302	European Innovation Ecosystems (EIE)	67.415.000	0	1.948.294	**69.363.294**	44.955.069	0	1.299.201	**46.254.270**
Subtotal Horizon Europe		**1.223.463.725**	**450.237.560**	**35.358.102**	**1.709.059.387**	**733.789.069**	**507.372.582**	**21.206.504**	**1.262.368.155**
Single Market Programme (SMP)									
03.020107	Market Surveillance	14.492.000	0	424.616	**14.916.616**	3.110.000	0	91.123	**3.201.123**
03.020200	SME pillar	117.406.000	0	3.439.996	**120.845.996**	117.363.274	0	3.438.744	**120.802.018**
03.020301	Support to Standardisation	16.702.000	0	0	**16.702.000**	12.517.272	0	0	**12.517.272**
03.020401	Consumers	18.000.000	0	527.400	**18.527.400**	13.500.171	0	395.555	**13.895.726**
Subtotal SMP		**166.600.000**	**0**	**4.392.011**	**170.992.011**	**146.490.717**	**0**	**3.925.422**	**150.416.139**
European Regional Development Fund (ERDF)									
05.020100.08	Inter-regional Innovation Investments	78.862.915	0	0	**78.862.915**	54.121.608	0	0	**54.121.608**
Subtotal ERDF		**78.862.915**	**0**	**0**	**78.862.915**	**54.121.608**	**0**	**0**	**54.121.608**
Pilot Projects / Preparatory Actions									
01.200100.P01 2105	European entrepreneurial E-learning platform helping SMEs to adapt to the current context	0	0	0	**0**	120.000	0	0	**120.000**
03.200100.P0 32002	Assessing the challenges and opportunities for market surveillance activities	0	0	0	**0**	0	0	0	**0**
03.200100.A0 32205	Preparatory action – Operationality of the Tourism of Tomorrow Lab	0	0	0	**0**	0	0	0	**0**
Subtotal		**0**	**0**	**0**	**0**	**120.000**	**0**	**0**	**120.000**
Completion - Legacy									
01.029901	Completion – H2020	p.m.	–	–	**p.m.**	61.656.088	0	1.510.574	**63.166.662**
03.029901	Completion – COSME	p.m.	–	–	**p.m.**	26.047.733	0	33.862	**26.081.595**
03.029903	Completion – Consumers	p.m.	–	–	**p.m.**	2.718.686	0	66.608	**2.785.294**
03.029904.02	Completion – Standardisation	p.m.	–	–	**p.m.**	4.896.851	0	0	**4.896.851**
03.029905	Completion – Internal market	p.m.	–	–	**p.m.**	0	0	0	**0**
Subtotal Completion		**p.m.**	**–**	**–**	**p.m.**	**95.319.358**	**0**	**1.611.044**	**96.930.402**
Total of the operational budget managed by the Executive Agency:		**1.468.926.640**	**450.237.560**	**39.750.113**	**1.958.914.313**	**1.029.840.752**	**507.372.582**	**26.742.970**	**1.563.956.304**

ANNEX 3 Call Planning Tables

European Innovation Council					
Planning calls for proposals 2023:					
Call title	**Call identifier**			**Publication date**	**Closing date**
EIC Pathfinder Open 2023	HORIZON-EIC-2023-PATHFINDEROPEN-01			08-12-22	07-03-23
EIC Pathfinder Challenges 2023	HORIZON-EIC-2023-PATHFINDERCHALLENGE-01	EIC Pathfinder Challenge: Clean and efficient cooling	HORIZON-EIC-2023-PATHFINDERCHALLENGES-01-01	08-12-22	18-10-23
		EIC Pathfinder Challenge: AEC digitalisation for a new triad of design, fabrication, and materials	HORIZON-EIC-2023-PATHFINDERCHALLENGES-01-02		
		EIC Pathfinder Challenge: Precision Nutrition	HORIZON-EIC-2023-PATHFINDERCHALLENGES-01-03		
		EIC Pathfinder Challenge: Responsible Electronics	HORIZON-EIC-2023-PATHFINDERCHALLENGES-01-04		
		EIC Pathfinder Challenge: In-space solar energy harvesting for innovative space applications	HORIZON-EIC-2023-PATHFINDERCHALLENGES-01-05		
EIC Transition 2023	HORIZON-EIC-2023-TRANSITION-01	EIC Transition Open 2023	HORIZON-EIC-2023-TRANSITIONOPEN-01	08-12-22	Cut-Off-1: 12-04-23
		EIC Transition Challenge: Full scale Micro-Nano-Bio devices for medical and medical research applications	HORIZON-EIC-2023-TRANSITIONCHALLENGE-01		

		EIC Transition Challenge: Environmental Intelligence	HORIZON-EIC-2023-TRANSITIONCHALLENGE-02		
		EIC Transition Challenge: Chip-scale optical frequency combs	HORIZON-EIC-2023-TRANSITIONCHALLENGE-03		Cut-Off-2: 27-09-23
EIC Accelerator 2023	HORIZON-EIC-2023-ACCELERATOR-01	EIC Accelerator Open 2023	HORIZON-EIC-2023-ACCELERATOROPEN-01	08-12-22	Cut-Off-1: 11-01-23
		EIC Accelerator Challenge: Novel biomarker-based assays to guide personalised cancer treatment	HORIZON-EIC-2023-ACCELERATORCHALLENGES-01		Cut-Off-2: 22-03-23
		EIC Accelerator Challenge: Aerosol and surface decontamination for pandemic management	HORIZON-EIC-2023-ACCELERATORCHALLENGES-02		
		EIC Accelerator Challenge: Energy storage	HORIZON-EIC-2023-ACCELERATORCHALLENGES-03		Cut-Off-3: 07-06-23
		EIC Accelerator Challenge: New European Bauhaus and Architecture, Engineering and Construction digitalisation for decarbonisation	HORIZON-EIC-2023-ACCELERATORCHALLENGES-04		Cut-Off-4: 04-10-23
		EIC Accelerator Challenge: Emerging semiconductor or quantum technology components	HORIZON-EIC-2023-ACCELERATORCHALLENGES-05		
		EIC Accelerator Challenge: Novel technologies for resilient agriculture	HORIZON-EIC-2023-ACCELERATORCHALLENGES-06		
		EIC Accelerator Challenge: Customer-driven, innovative space technologies and services	HORIZON-EIC-2023-ACCELERATORCHALLENGES-07		

EIC Prizes

Planning calls for proposals 2023:

Call title	Call identifier	Publication date	Closing date
EU Prize for Women Innovators	HORIZON-EIC-2023-PRIZES-01	End of Q1 tbc	September 2023 tbc
The European Capital of Innovation Awards (iCapital)	HORIZON-EIC-2023-ICAPITAL-PRIZE-02	9/03/2023 tbc	29/06/2023
The European Innovation Procurement Awards	HORIZON-EIC-2023-EUIPA-PRIZES-03	20/04/2023	25/07/2023
The European Social innovation competition: challenge prize	HORIZON-EIC-2023-EUSIC-PRIZES-04	30/03/2023	30/05/2023
The Humanitarian Innovation Prize	HORIZON-EIC-2023-HUMANITARIAN-PRIZES-05	21/03/2023	03/10/2023

European Innovation Ecosystems

Planning calls for proposals 2023:

Call title	Call identifier	Publication date	Closing date
Organisation of the Women TechEU Scheme	HORIZON-EIE-2023-CONNECT-01-01	22/12/2022	23/03/2023
Preparatory action for setting up joint programmes among innovation ecosystems actor	HORIZON-EIE-2023-CONNECT-01-02	22/12/2022	23/03/2023
Stimulating Experimentation Practice	HORIZON-EIE-2023-CONNECT-02-01	08/06/2023	21/09/2023
Specialist Advisory Services to build capacities on innovation procurement	HORIZON-EIE-2023-CONNECT-02-02	08/06/2023	21/09/2023

Planning calls for tender 2023:

Call title	Call identifier	Publication date	Closing date
European Intellectual Property Helpdesk	EISMEA-PN-2023-000001	Mid April 2023	End May 2023

Mapping and scoping of frugal and reverse innovation			
Innovative practices in legislation around emerging tech			

Planning calls for proposals 2023:

Call title	Call identifier	Publication /opening date	Closing date
BEUC operating grant		End of Q1/beginning of Q2 2023	
European consumer centres		End of Q1/beginning of Q2 2023	
Grants to ADRs		End of Q1/beginning of Q2 2023	

Planning calls for tender 2023:

Call title	Call identifier	Publication date	Closing date
Support to CPC MS capacities		tbc	
Nudging consumers towards more sustainable consumption		tbc	
ConsumerPRO to empower consumer protection professionals		tbc	
Seminar on local advice to consumers		tbc	
Seminar on consumer education		tbc	
CPC/GPSD e-Enforcement Academy		tbc	
Consumer Conditions Survey		tbc	
Study to support the implementation of the GPSR		tbc	
Action grants info days		Q2 2023	
Consumer Summit		tbc	
High-level Ministerial/Presidency meetings		tbc	

SMP / SME PILLAR

Planning calls for proposals 2023:

Call title	Call identifier	Publication date	Closing date
Support to Ukrainian companies to integrate into the single market	SMP-COSME-2023-SMEUA	28/02/23	27/04/23
Support to Ukrainian entrepreneurs – Erasmus for Young Entrepreneurs	SMP-COSME-2023-EYEUA	28/02/23	11/05/23
European Agrifood Sustainability Cluster Partnerships	SMP-COSME-2023-AGRICLUSTER	22/06/23	28/09/23
Transitioning to a more sustainable and resilient ecosystem – empowering tourism SMEs	SMP-COSME-2023-TOURSME	22/06/23	06/09/23
Proximity and social economy industrial ecosystem: boosting the digital transition of social economy enterprises and SMEs	SMP-COSME-2023-SEED	28/09/23	5/12/23
Boosting SMEs' and stakeholders' capacities to participate in renovation projects through the Affordable Housing Initiative European Partnership	SMP-COSME-2023-HOUS	22/06/23	06/09/23
Enterprise Europe Network Energy Efficiency Action	SMP-COSME-2023-EENEE	19/04/23	14/06/23
Enterprise Europe Network – annual conference	SMP-COSME-2023-EENAC-IBA	22/03/23	25/04/23
European Industry Days 2023	SMP-COSME-2023-EUID-IBA	22/02/23	29/03/23

Planning procurements 2023:

Call title	Call identifier	Publication date	Closing date
SME POLICY – SME Assembly	GRO/SME/23/13263	Q1/2023	Q2/2023
SME Policy – Credit management training and financial literacy for SMEs	GRO/SME/23/13266	Q3/2023	Q4/2023
Support to women entrepreneurs	GRO/SME/23/13268	Q3/2023	Q4/2023
SME friendly training for Central Purchasing Bodies (CPBs)	GRO/SME/23/13471	Q2/2023	Q3/2023
Sustainable procurement hubs	GRO/SME/23/13472	Q2/2023	Q3/2023
European Cluster Collaboration Platform	GRO/SME/23/13145	Q3/2023	Q4/2023
Monitoring the performance of EU industry and industrial ecosystems	GRO/SME/23/13212	Q4/2023	Q1/2024
Erasmus for young entrepreneurs – support to Ukrainian entrepreneurs (promotion)	GRO/SME/23/13410	Q4/2022	Q1/2023
Enterprise Europe Network – animation tasks	GRO/SME/23/13141	Q1/2023	Q1/2023
Stakeholder collaboration platform for the textiles ecosystem	GRO/SME/23/13187	Q3/2023	Q4/2023
European Cluster Conference	GRO/SME/23/13146	Q2/2023	Q3/2023
Specific training programme for SOLVIT centres	GRO/SME/23/13301	Q3/2023	Q4/2023
Observatory for companies/SMEs ('one stop shop' on due diligence)	GRO/SME/23/13193	Q3/2023	Q4/2023

Planning calls for proposals 2022:			
Call title	**Call identifier**	**Publication date**	**Closing date**
EU Competence Centre to support data management in tourism destinations *(Pilot Action)*	PPPA-2022-TOTOLAB	23/02/23	26/04/23
Planning procurements 2022:			
Call title	**Call identifier**	**Publication date**	**Closing date**
European Entrepreneurial E-learning Platform Helping SMEs to Adapt to the Current Context: Proposal for a 'start-up' initiative	GRO/PPA/22/13029	Q1/2023	Q2/2023
Late Payment – pilot action on alternative dispute resolution (ADR)	GRO/SME/22/12768	Q1/2023	Q2/2023
Setting up of a Big Public Buyers collaboration network for strategic public procurement (republication of Lot 2)	GRO/SME/22/13033	Q1/2023	Q2/2023

SMP /INTERNAL MARKET STANDARDISATION Planning calls for proposals 2023:			
Call title	**Call identifier**	**Publication date**	**Closing date**
Support to Standardisation activities performed by CEN, CENELEC and ETSI	Call SMP-STAND-2023-ESOS-01-IBA	09/03/2023	16/05/2023
Support to Standardisation activities performed by CEN, CENELEC and ETSI	Call SMP-STAND-2023-ESOS-02-IBA	29/06/2023	21/09/2023
Support to Standardisation activities performed by CEN, CENELEC and ETSI	Call SMP-STAND-2023-ESOS-03-IBA	7/11/2023	09/01/2024
Support to organisations representing small and medium-sized enterprises (SMEs) and societal stakeholders in standardisation activities	SMP-STAND-2023-A3-AG-OG-IBA	07/03/2023	16/05/2023
Selection of European testing facilities	SMP-SURV-2023-EUTF-02-	Autumn 2023	Spring 2024

	AG-IBA		

Planning calls for tender 2023:			
Call title	**Call identifier**	**Publication date**	**Closing date**
RFS within FWC with ROC for the Organisation of Coordinated Activities on Consumer Product Safety (Non-food) and on Market Surveillance and Product Compliance with EU Norms in the EU and EFTA Countries		Q2	

Interregional Innovation Investments Instrument (I3)			
Planning calls for proposals 2023:			
Call title	**Call identifier**	**Publication date**	**Closing date**
Interregional Innovation investments Instrument Strand 2b – Capacity Building in Less Developed Regions	I3-2022-CAP2b	15/12/2022	16/03/2023
Interregional Innovation investments Instrument Strand 1	I3-2023-INV1	17/05/2023	17/10/2023
Interregional Innovation investments Instrument Strand 2a	I3-2023-INV2a	17/05/2023	17/10/2023
Interregional Innovation investments Instrument Strand 2b – Capacity Building in Less Developed Regions	I3-2023-Cap2b	15/11/2023	15/02//2024

Planning calls for tender 2023:			
Call title	**Call identifier**	**Publication date**	**Closing date**
Support facility for Interregional Innovation Investments (I3) instrument	EISMEA-PN-2023-000028	Q3 2023	Q4 2023