ANNEX

to the

Commission Decision

approving the work programme 2021 of the European Innovation Council and SMEs Executive Agency

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ANNEX

Annual Work Programme 2021

European Innovation Council and SMEs Agency - EISMEA

Contents

FOREWORD. Message from the Director

The European Innovation Council and SMEs Executive Agency (EISMEA) brings together critical support for Europe's most promising researchers, entrepreneurs, innovators, and SMEs, combined with targeted initiatives designed to strengthen Europe's single market for businesses and consumers. It promises - through its planned work - to become an efficient and effective means of achieving the European Commission's political priorities for the period 2021-2027. In particular, through its delegated programmes, the agency will help realise the ambitions of a European Green Deal and a Europe fit for the digital age.

Among the agency's top priorities for 2021 will be:

- Launching the European Innovation Council (EIC) to deliver the most ambitious innovation initiative that Europe has ever taken, with the objective to make the EIC the hallmark of investments in innovative EU entrepreneurs and researchers;
- Building strong synergies with European and place-based innovation ecosystems across Europe to ensure a widespread impact;
- Bringing the full benefits of the Single Market to businesses and consumers through our work in implementing the related dimensions of the new Single Market Programme.

"We face a big paradox: we, Europeans are excellent in making Science with money but we are not so good in making money out of Science. The new EIC is there to resolve this paradox."

European Commission President, Ursula von der Leyen
EIC Launch Ceremony, 18 March 2021.

- Building a top performing agency with a dynamic, modern and participative corporate culture based on empowerment as its foundation.

"SMEs are the motor of our economy and will be the engine of our recovery."

European Commission President, Ursula von der Leyen
State of the Union Address, 16 September 2020.

Setting up a new agency during a global pandemic brings with it practical challenges – not least in terms of the recruitment and on-boarding of empowered staff. At the same time, however, the agency is able to rely on a committed, stable and adaptable workforce from diverse and rich horizons that has been implementing EU programmes successfully for many years. I am confident that the agency has both the programmes and the people to fulfil these important political priorities, enable more small businesses to become large innovators and take the EU's engine of recovery into the fast lane.

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 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;
- Interregional Innovation Investments;
- Single Market Programme: COSME; Internal market; support to standardisation; and Consumers.

By implementing these programmes and the other 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.

EISMEA's mission is to provide high quality support to European innovators, researchers, businesses 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 will implement its mission in close cooperation with its five parent DGs: DG Research and Innovation (DG RTD), DG Communication Networks, Content and Technology (DG CONNECT), DG Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), DG Justice and Consumers (DG JUST), DG Regional and Urban Policy (DG REGIO) who are represented on EISMEA's Steering Committee. It will also benefit 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. Reflecting the new role that the agency will take on with regard to the EIC Board, this KPI measures the quality of the agency's support.

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	**Target** (2021)
This indicator will be measured for the first time in 2021 and then form the baseline for the following year	**Time to grant[3]** 98% 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	**Target** (2021)
This indicator will be measured for the first time in 2021 and then form the baseline for the following year	**Timely payments** 98% of payments within legal deadlines (administrative and operational budget)

Policy Support Impact		
Source of data: European Innovation Council & SMEs Executive Agency (Units D.01 and E.03)		
Baseline	**Mid-term** (2023)	**Target** (2021)
Qualitative KPI on quality of support[4] to EIC Board and quality of support to implementation of InvestEU..		

Robust internal Control	
Source of data: European Innovation Council & SMEs Executive Agency (Team C.01)	
Baseline	**Target** (2021)
This is the first year that this compulsory indicator will be measured	**Overall risk at closure** < 2%

% of satisfied clients		
Source of data: Agency client satisfaction survey		
Baseline (2020)[5]	**Mid-term** (2023)	*Target (2027)[6]*
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] In addition to time to grant, the indicators 'time to inform' and 'time to sign' will also be used (and reported on).

[4] To be measured via a survey of relevant governing bodies

[5] EASME client satisfaction survey conducted in 2020

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

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

Established on 1 April 2021, the European Innovation Council and SMEs Executive Agency (EISMEA) has a strong economic oriented portfolio, grouping the EIC with other relevant strands of the Single Market Programme. It has been set up to create strong synergies to support the recovery of the European economy, and in particular small and medium-sized enterprises, notably through innovation. In particular, the EIC and Interregional Innovation Investments will 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. The Agency is responsible for implementing tasks, such as the launch and conclusion of grant and procurement procedures, the adoption of award decisions, project monitoring, financial control and accounting, the contribution to programme evaluation and various support tasks including the provision of feedback to policy.

In 2021, the Agency will define a framework for feedback to policy (F2P) in line with the needs of its parent DGs and the R&I feedback to policy framework. The framework will deliver policy-relevant information and knowledge from funded projects and feedback on programme implementation to meet the programme and policy needs of the Agency's parent DGs and other policy DGs. The framework will include the implementation of agreed feedback to policy measures for the Horizon Europe programme and complement Dissemination and Exploitation actions to ensure enhanced availability and use of R&I project results and accelerate their uptake to boost impact of Horizon Europe programme.

F2P processes will be co-designed in close collaboration with the parent DGs to ensure effective translation of their particular policy needs into tailor-made activities implemented at operational level. The processes will be flexible and inclusive enough to incorporate the specificities of different programmes managed by the Agency and the diversity of their key stakeholder communities.

The implementation of the F2P activities will be closely monitored by the Agency and, if necessary, updated according to regular feedback (F2P evaluation) received from the parent DGs. Moreover, through organisation of dedicated events involving key stakeholders from different programmes managed by the Agency and collaboration with other parts of Horizon Europe, the Agency will seek to identify and build synergies between the delegated programmes.

The sections below briefly describe the tasks with which the Agency has been entrusted. The main outputs expected for the year 2021 are listed, per programme, in Annex 1.

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 strategic autonomy is ensured in critical technology areas. As such, EISMEA will contribute to the European Commission's objective of A Europe fit for the Digital Age.

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.

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. The agency provides the secretariat of the Board, supports the Board's and its President's activities, and contributes to the Commission representation to the Board meetings. The agency Director, the Head of Department in charge of the EIC (Department E) as well as EIC-related Heads of Unit (i.e. D-01, D-02, E-01, E-02 and E-03) may participate to these EIC Board meetings and support the Commission representative according to the agenda topics, insofar this is in line with the rules of procedure of the EIC Board.

The agency will have a particular activity in 2021 to run the first expression of interest and selection process[7] for the Board membership and recruitment of the EIC Board President. Appointments will be made by the European Commission.

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[7] With the European Commission represented at the selection process

Further information is available in the annexed [EIC Board performance table](#)

EIC Pathfinder

The EIC Pathfinder offers grants to achieve proof of principle and validate the scientific basis of breakthrough technology. As well as "open" calls offering grants of up to EUR 3 million, the agency will launch five "Challenges" (thematic calls) offering grants of EUR 4 million in the following areas: awareness inside; tools to measure & stimulate activity in brain tissue; emerging technologies in cell & gene therapy; novel routes to green hydrogen production; engineered living materials.

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

In addition the agency will implement the related **legacy activities of the Horizon 2020 Programme** Future and Emerging Technologies (FET) grants. This includes 288 FET Open grants and 75 FET Proactive grants as well as two ERA-NET grants. Between 1 January and 31 March 2021 these activities were conducted within REA, DG R&I and DG CNECT. They were transferred to EISMEA on 1 April 2021.

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.

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 open calls, as well as two "Challenges" (thematic calls) in the following areas: medical devices; energy harvesting and storage technologies. 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 65 Innovation Launchpad projects. Between 1 January and 31 March 2021 these activities were conducted within DG CNECT and REA. They were transferred to EISMEA on 1 April 2021.

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 financing because the risks and time period involved are too high. Funding and support from the EIC Accelerator is designed to enable such innovators to attract the full investment amounts needed for scale up in a shorter timeframe.

To implement the EIC Accelerator, the agency will open calls offering blended finance comprising up to EUR 2.5 million grant for technology development and validation and EUR 0.5 – 15 million of investment for scaling up and other activities. Finance options for SMEs will include "**grant-only**", "**grant-first**" and "**investment only**". Beneficiaries of certain Horizon 2020 and/or Horizon Europe funding instruments ("**fast-track**" scheme) and of a limited number of certified national programmes ("**plug-in**" scheme) may be invited to submit a full application to the EIC Accelerator. As well as open calls, two "Challenges" are foreseen in the areas of: strategic health and digital technologies; Green Deal innovations for the economic recovery.

In addition, the agency will implement the related legacy activities launched under Horizon 2020. This includes 750 EIC SME Instrument Phase 2 and EIC pilot Accelerator projects and 81 FTI projects. Between 1 January and 31 March 2021 these activities were conducted within EASME. They were transferred to EISMEA on 1 April 2021. In this context, the agency supports the EIC Fund which was established in 2019 to manage the investment component of the 159 companies selected to receive EIC Accelerator blended finance support under the pilot. The agency provides in particular the secretariat for the Fund's Investment Committee and the Board of Directors. A key role of the agency is to ensure a coordinated approach between the grant and investment components of EIC blended finance, including for seamless delivery of Business Acceleration Services, through coordination with the EIC Fund and other implementing structures for EIC equity. Further information is available in the annexed EIC Accelerator performance table

EIC Prizes

EIC Prizes represent an additional and complementary form of support to innovation. The agency will launch and manage the process for the following prizes:

The **EU Prize for Women Innovators** will celebrate the most talented women entrepreneurs from across 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 one prize of EUR 50 000 in the Rising Innovators category.

The **European Capital of Innovation Awards** will recognise the role of cities as catalysers of the local innovation ecosystem and will stimulate 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** will recognise 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 three categories (Innovation procurement strategy; Facing societal challenges; Procurement leadership) as well as one runner-up prize per category, each of EUR 25 000.

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 with training, mentoring and coaching in the 'Challenge category' (three prizes of EUR 50 000 each and Business acceleration services for 30 semi-finalists). In addition to the three Challenge prizes, one "Impact Prize" (open to semi-finalists of the previous year) of EUR 50 000 will be awarded.

In addition, the agency will implement the related legacy activities launched under Horizon 2020, notably prizes relating to iCapital, Women Innovators and the Social Innovation competition.

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 their development and growth across three main areas:

Beneficiaries benefit from **access to coaches, mentors, expertise and training** to equip them with the necessary knowledge and skills to successfully grow their businesses.

In addition, they are given **access to global partners** (leading corporates, investors, procurers, distributors and clients) through initiatives including events, visits, access to overseas trade fairs, pilots and trial collaborations to facilitate their international expansion.

Beneficiaries also have **access to partners from across the European innovation ecosystem** (including corporates, investors, business angels, innovation procurers, business associations, clusters, accelerators, incubators, etc.) and are able to connect to each other using the [EIC Community platform](#). The community offers peer to peer activities, including a Women Leadership Programme as well as access to challenges by business partners. The BAS also include new activities aiming at reducing the greenhouse emissions of EIC beneficiaries.

The agency will coordinate the BAS activities described above (through procurement actions and grants) and oversee the development of an **EIC Marketplace** (see Other EIC Actions below).

It will also **seek partnerships with ecosystem partners** such as EEN, Start-up Europe, EIT KICs, European Cluster Collaboration Platform (ECCP), NCP networks, etc. where they have specific expertise that can help beneficiaries (e.g. thematic expertise for training purposes; technical expertise in areas such as data mining or mapping; complementary services where synergies can be better explored).

In addition, the Agency will continue to provide business acceleration services to the legacy Pathfinder, Transition, Accelerator and FTI projects funded under Horizon 2020. Between 1 January and 31 March 2021 these activities were conducted within EASME. They were transferred to EISMEA on 1 April 2021.

Further information is available in the annexed [EIC Community and BAS performance table](#)

Other EIC Actions

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 the following areas:

Communication, outreach and events to enable the EIC to become a prominent voice in the ongoing debates relevant to innovation policy in Europe and globally. The contract will also include training for EIC expert evaluators and jury members.

Honoraria and expenses of the European Innovation Council (EIC) Board to cover participation at the Board's plenary meetings as well as travel and other expenses ('per diem').

Foresight and analysis of emerging technologies and innovation trends to ensure innovation and adapt its portfolio and funding accordingly. While **foresight** scientific and technical services will be provided by the Joint Research Centre, a public procurement action will be launched on **key emerging trends**.

EIC data management and information systems to enable the EIC's Data Management and Information systems to collect and contextualise key data and information coming from internal and third party sources, including using Artificial Intelligence (AI). The procurement actions will include the development of an **EIC Marketplace** which will make preliminary findings and results from EIC projects available to potential partners, investors and entrepreneurs to maximise their potential for success. This action will be split into two parts: the AI-based tool (including the EIC Marketplace) and EIC data and IT integration.

External expertise for monitoring, ethics and policy advice. Expert contracts will be issued to independent experts supporting the EIC's activities in areas including ethics reviews and the monitoring of ongoing projects. In addition, the EIC will reimburse the costs of applicants invited to attend face to face interviews.

Capacity-building and trans-national cooperation for National Contact Points (NCPs). Grants will support structured collaboration that enables the sharing of good practices and raises the general standard of support to EIC applicants with a view to widening the share of countries participating in the EIC, increasing the participation of women and developing a pan-European Innovation Ecosystem.

Co-Design with Public and Private Buyers of Innovation. Grants will support public and private procurers of innovation to better define their innovation and procurement needs and to better engage with the suppliers of innovative solutions, notably with the EIC community. They will take the form of structured pilots, each implemented in four stages.

Expert group on design of EIC Marketplace and 'Tech to Market' activities. Expert contracts will be issued to independent experts (technical, legal, etc.) to advise on different ways in which the aims of the EIC Marketplace can be achieved. They will also advise on "tech to market" activities and serve as a "sounding board" for EIC Programme Managers.

EIC expert group on the implementation of the EIC plug-in pilot. Expert contracts will be issued to independent experts to assess the suitability of national and regional programmes for a pilot "plug in" scheme (to fast-track applications to the EIC Accelerator resulting from existing national or regional programmes) and co-create terms of reference with Member States.

Support to the EIC Accelerator by the Enterprise Europe Network. A grant will support the delivery of one-to-one advice from Enterprise Europe Network partners to: strengthen EIC applications in particular from women innovators and "widening countries" and support Seal of Excellence holders in accessing alternative funding.

Enhancing synergies between the EIC and Start-Up Europe. Coordination and support actions targeted at start-up ecosystems builders, business angel organisations, venture capital entities, accelerators, incubators and start-up associations will help fulfil the potential of European start-ups, in delivering market-ready applications and technology solutions that can contribute to the competitiveness and strategic autonomy of EU industry in key technology areas and value chains.

European Innovation Ecosystems

European Innovation Ecosystems aim to create more connected, inclusive and efficient innovation ecosystems[8] that support the scaling of companies and spur innovation to address important challenges in a responsible way. The agency will be responsible for launching calls for proposals in three thematic areas known as "destinations": **CONNECT, SCALE-UP and InnovSMEs**.

Calls in the **CONNECT** destination will focus on building interconnected, inclusive innovation ecosystems across Europe by drawing on the existing strengths of national, regional and local ecosystems and encouraging the involvement of all actors and territories to set, undertake, and achieve collective ambitions towards challenges for the benefit of society, including green, digital, and social transitions and the European Research Area.

Calls in the **SCALE-UP** destination will focus on reinforcing network connectivity within and between innovation ecosystems for sustainable business growth with high societal value. It also includes support to early-stage deep tech European start-ups led by women.

Calls in the **InnovSMEs** destination will support the European Partnership on Innovative SMEs, which will help innovative SMEs to increase their research and innovation (R&I) capacity and productivity and successfully embed in global value chains and new markets.

In addition, the agency will be responsible launching a number of **other actions** (**procurement, direct action grants, expert contracts, subscriptions and prizes**) that will support the policy and programme goals of European Innovation Ecosystems. They include:

- Supporting the establishment and output of the **EIC Forum** by setting up a **Commission Expert Group** and **support function** to facilitate its work and procuring an **analysis of legal and policy initiatives** in the intersection of emerging technologies and respective legislation at EU, national and regional level.
- Setting up an **IP Helpdesk** to help SMEs better protect their intellectual property.
- Engaging the Joint Research Centre to establish a set of **indicators to monitor and evaluate the quality and inclusiveness of innovation ecosystems**.
- Procuring **studies** to Map and scope the present volume of **frugal and reverse innovation**.
- Engaging **independent experts** to monitor grants, procurement actions and financial instruments
- The European Commission's subscription as a member of **EUREKA**

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[8] Definition as per HE Regulation – Rules for participation, 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.

In addition, the agency will implement the related legacy activities launched under Horizon 2020, notably grants and contracts related to the Innovation in SMEs programme (INNOSUP and other actions). Between 1 January and 31 March 2021 these activities were conducted within EASME. They were transferred to EISMEA on 1 April 2021

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 COSME 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; ensuring a high level of consumer protection, sustainable consumption and product safety notably by supporting competent enforcement authorities and consumer representative organisations and cooperation actions; ensuring that all consumers have access to redress; and providing adequate information on markets and consumers.

In this context, the Agency will be responsible for implementing **grants** to **consumer organisations and bodies** at Member States' and EU level as well as grants to **Member States' authorities** and grants for joint actions with **European Consumer Centres** (ECCs).

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

Market surveillance and enforcement, including: coordinated activities on market surveillance for dangerous products; support to exchanges of EU Member States and EFTA/EEA enforcement officials in the areas of consumer safety.

Capacity building and education, including: capacity building of consumer organisations; a consumer education and awareness programme; implementation of innovative training tools and collaborative programmes on the enforcement of consumer rights and product safety.

Studies, analyses and surveys, including: consumer behaviour surveys and studies; feasibility and implementation studies in areas including consumer rights and safety and handling of consumer complaints; studies, surveys, workshops and analyses on unfair commercial practices as well as application, enforcement - and possible improvements in - consumer law.

Events and external communication, including: events such as the Consumer Summit, CPC Workshops, etc.

By implementing these delegated actions, the Agency will contribute to improving the empowerment and protection of consumers and in addition, help improve conditions for companies to operate and expand across borders.

In addition the Agency will implement the **legacy activities of the Consumer Programme (2014-2020)** including procurement procedures such as: the CPC Study on consumer information on the collection and processing of vehicle-generated data; the CASP Technical Check. In addition the Agency will finalise certain procurement actions, planned under 2020 AWP including: Green pledge events, Meetings in Member States to promote the Consumer Agenda and the Consumer Education and Awareness Raising programme.

Between 1 January until 31 March 2021 these activities were conducted within the predecessor agency CHAFEA. They were transferred to EISMEA on 1 April 2021.

Further information is available in the annexed [Consumer objective performance table](#)

COSME pillar

COSME pillar activities in the Single Market Programme aim 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** to support, inter-alia:

- The Enterprise Europe Network – the world's largest support network for SMEs with international ambitions, providing advisory and partnership services to help SMEs innovate and grow internationally;
- Erasmus for Young Entrepreneurs – a pan-European mobility scheme, fostering international exchange of knowledge and ideas between aspiring and experienced entrepreneurs;
- Cross-sectoral, interdisciplinary and trans-European Joint Cluster Initiatives (EUROCLUSTERS);
- Local social economy and green deal initiatives which help SMEs to become more resilient; renovation of social and affordable housing by SMEs and local stakeholders using advanced green technologies; the creation of a sustainability partnerships platform to encourage SMEs to adopt more sustainable practices;
- Training for staff working in Central Purchasing Bodies (CPBs) to facilitate SMEs' access to public procurement; the development of public procurement of innovation across the EU;
- Intellectual property licensing intermediaries to stimulate the commercialisation of IP held by start-ups and SMEs; services to help European SMEs do business in China (EU SME Centre in China);
- Digital and green transformation of SMEs in the tourism sector (as part of the COVID-19 recovery strategy for tourism); the development of data on socio-economic trends in the EU tourism eco-system; the promotion of trans-European tourism products in third countries;

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

- Communication, training and IT support for existing structures such as the Enterprise Europe Network (including performance monitoring, organisation of an annual conference and communication activities to strengthen the Network's visibility).
- Management of the European Cluster Collaboration Platform – the European online hub of industrial clusters that helps find strategic partners within and beyond Europe
- Support to policy implementation with a focus on green and digital initiatives including: actions to measure the application of circular approaches in the construction industry ecosystem; actions to further develop the digitalisation of the EU Built Environment;

monitoring the performance of EU industry and industrial ecosystems in light of difficulties and risks brought by the Covid-19 pandemic as well as needs and opportunities brought by the green and digital transition;

- Monitoring of ongoing initiatives and preparation of future policies such as: studies, events and IT tools to support the implementation and monitoring of SME Policy at European and national level; benchmarking and analysis of re-skilling and up-skilling policies and policy recommendations for the Pact for Skills initiative.

In addition, the agency will implement the **legacy activities of the COSME programme (2014-2020)** which include grants and procurement actions incorporating: SME policy, entrepreneurship, social economy, clusters, skills, Key Emerging Technologies (KETs), unitary patents, fashion industry and manufacturing support, construction, internationalisation (including the SME EU-Japan Centre and the EU SME Centre in China), artificial intelligence, innovation, tourism, defence, access to finance, support to SMEs (including via the flagship initiative Enterprise Europe Network) and to entrepreneurs (including via the flagship initiative Erasmus for Young Entrepreneurs).

Between 1 January until 31 March 2021 these activities were conducted within the predecessor agency EASME. They were transferred to EISMEA on 1 April 2021.

Further information is available in the annexed [COSME pillar performance table](#)

Internal Market and support to standardisation

The new Single Market Programme brings together predecessor programmes from different policy areas concerning the internal market and its governance tools, covering among others market surveillance, company law, contract and extra-contractual law, standardisation, support for competition policy, customs and taxation customer and end-users in financial services.

From 1 April 2021, part of the programmes previously managed by DG GROW have been delegated to EISMEA for implementation.

The Agency will be responsible for implementing selected parts of the work programme that aim at making the internal market more effective and at financing European standardisation and stakeholders' participation, including:

Market surveillance
- Calls for proposals to support joint actions and capacity building in the area of non-food product market surveillance
- Calls for tenders to gain knowledge on sectoral non-compliance, on digitalisation opportunities for more efficiency in market surveillance activities, and to organise awareness raising campaigns

Standardisation

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

Action grants with European standardisation organisations to carry out the development and revision of European standards or deliverables and associated activities.

Operating grants with European standardisation organisations to carry out the activities of their central secretariats, including policy development, the coordination of standardisation activities, the processing of technical work and the provision of information to interested parties.

Operating grants with European stakeholder organisations representing consumer, environmental, social and SME interests in European standardisation activities.

Action grants with European stakeholder organisations representing environmental and SME interests in standardisation activities.

The Agency will launch a **call for proposals** for European stakeholder organisations to represent the interests of SMEs in European standardisation activities and also negotiate and conclude **Framework Partnership Agreements** with European standardisation organisations and European stakeholder organisations.

In terms of **legacy activities**, the Agency will take over 45 action grants, concluded in the period 2013 to 2020 under successive Framework Partnership Agreements[9] with European standardisation organisations CEN, CENELEC, and ETSI, to implement the activities described[10] 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. Part of the ERDF, the Interregional Innovation Investments Initiative (I3) helps businesses work with innovation actors in other regions to bring innovative products and services to market and address societal challenges. This will

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[9] Framework Partnership Agreements for the period 2009-2013 and for the period 2014-2020

[10] One grant agreement which was concluded in 2013 refers to activities described in Art 3 of Decision No 1673/2006/EC

contribute to the development of European value chains in shared smart specialisation areas supported under Cohesion Policy.

By implementing actions under I3, 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 Initiative

The Interregional innovation investments initiative aims at supporting interregional innovation projects in their commercialisation and scale-up phases giving them the tools to overcome regulatory and other barriers and bring their project to investment level.

The agency will implement two strands of the programme in 2021 – strand 1 Financial and advisory support for investments in interregional innovation projects and strand 2a Financial and advisory support to the development of value chains in less developed regions.

In this context, the Agency will be responsible for implementing **grants** to support:

- **Strand 1**: Innovation Actions (IA) for mature partnerships to connect demand and supply to accelerate interregional innovation investments in Smart Specialisation priority areas. Managed through support to the development of a portfolio of projects by selected partnerships, I3 will be implemented via cascading funding mechanisms.

- **Strand 2b:** Simplified Innovation Actions (SIA) for less developed regions to increase the capacity of regional innovation ecosystems to participate in global value chains. This strand has a strong cohesion dimension creating linkages between less developed regions with those in lead regions. Strand 2a focuses both on foreign direct investment-driven value chains and other emerging sectors.

For the duration of the first bi-annual work programme, the strands 2b – Advisory support and capacity building and strand 3 Technical Assistance will be dealt with directly by DG REGIO with a perspective to further delegate these strands in the next period.

I3 activities are expected to evolve based on advice from the I3 expert group, experience from implementation, and the dynamics of the world of innovation. Topics identified for the calls (strand 1 and 2a) will evolve, with new topics identified in subsequent biannual I3 Work Programmes including the recommendations of the I3 expert group. Synergies will be sought where and when appropriate.

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

InvestEU Programme

In the scope of the tasks delegated to the Agency, 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 will ensure the administrative (i.e. non-budgetary) follow-up, monitoring and reporting tasks related to the Research, Innovation & Digitalisation Window, the SME Window and the coordination of research and innovation aspects with any other InvestEU window. The Agency also assists the Commission services in the internal governance of the InvestEU Regulation, supporting notably the chairmanships and vice-chairmanships of the Research, Innovation & Digitalisation Window and of the SME Window by participating in the InvestEU Working Groups and by ensuring the coordination of research, innovation and digitalisation aspects with any other InvestEU windows in close collaboration with DG RTD. The Agency provides support to DG RTD in the InvestEU Steering Board and Governing Group that are policy governance bodies, in identifying priorities, policy options and points of discussion in relation to the implementation of the InvestEU regulation

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PART 4. Modernising the administration: main outputs for the year

In 2021 the agency will introduce a dynamic, modern and joined-up approach to human resources with a view to rapidly establishing a fully operational, inclusive and efficient agency built on a bottom-up organisational culture and with a focus on gender equality.

The internal control framework 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.

The agency 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.

It will seek to obtain the highest standards in terms of anti-fraud – introducing a new strategy in this area and will prioritise data protection measures, raising awareness among staff and ensuring that robust processes are in place.

Finally, the agency will introduce a number of measures to reduce its environmental footprint: using its resources more efficiently, reducing CO_2 emissions, reducing waste and promoting green procurement.

A. Human resource management

Human Resources activities in 2021 will concentrate on creating the best workplace for people when setting up the new Agency. In particular:

Building up and reaching out

Ensuring that the agency is operational from day one is a top priority. The agency will ensure a smooth transfer of colleagues coming from the Commission and other Executive Agencies and a redeployment of EASME staff. In parallel, it will be recruiting and hiring new staff members. To attract and hire the very best candidates, the agency intends to use a broad range of recruitment channels combined with competency-based assessments.

A specific task for the Agency will be to recruit EIC programme managers as temporary agents with high levels of expertise in relevant fields of technology and who will have the role to proactively steer portfolios of EIC actions towards innovation outcomes.

The agency will develop a robust onboarding programme for Agency staff to implement the programmes mandated to the Agency. In view of recent restrictions imposed by the Covid-19 pandemic, the programme will be flexible enough to function in an office or teleworking environment. In case of the latter, it will focus on developing and creating "distributed teams" with strong relationships despite the distance.

Also important is the off-boarding of colleagues from EASME who will remain a source of knowledge and inspiration. The initiation of active senior scheme will contribute to retaining valuable experience and knowledge while creating ambassadors for the agency to the outside world (beyond the Commission environment).

Shaping a new Agency and creating a new organisational culture

The formation of a new agency provides a unique opportunity for the staff to shape it with the values it needs to achieve its objectives. Through a series of bottom-up and top-down initiatives, the agency will provide staff with the opportunity to create a unique organisational culture.

The agency will also welcome a new management team that will benefit from a coherent and focused leadership programme to co-create a new and cohesive leadership for the Agency.

Given the strain that the COVID-19 pandemic has placed on staff, the agency will be working to boost engagement and resilience with a special focus on enhancing the motivation of colleagues and embracing the "new normal" of the office environment after confinement.

Implementing a modern HR service

The continuous development of a modern HR service will be among the key priorities of the Agency, building on lessons learnt during the Covid-19 confinement. They include:

- an increased use of digital platforms for HR processes, including remote testing and interviewing. These steps will also help ensure a more efficient and effective use of the administrative budget.

- developing and improving teleworking and flexible working arrangements.

In addition, the agency will explore and develop a business case for the deployment of a digital HRM system dedicated to talent acquisition and recruitment.

In line with the strategy of DG HR, the agency will begin to use additional modules of SYSPER relating to ethics, CCP, probation, resignation, pension and the generation of contracts. The new automated processes will guarantee data integrity and improve quality standards.

The Agency will implement an effective HR reporting capability and provide up-to-date data to its management to inform their decisions.

The Agency will also follow the development and the adoption of the HR Strategy of DG HR.

Staff engagement: facilitating career development and increasing synergies among Executive Agencies

The last staff survey (2018) recorded low scores from Executive Agency staff regarding career options and progression. In response, Executive Agencies have been collaborating to increase synergies and inter-institutional career opportunities. In 2021, the agency will work to build efficiencies in the areas of talent acquisition (supporting joint recruitment procedures and sharing its reserve lists with other Agencies) and talent development (harmonising the job titles and reclassification processes). In addition, it will continue to strengthen synergies in other HR areas wherever possible.

Promoting gender balance

Seconded middle managers are part of the seconding DGs' staff. As such the responsibility for achieving the targets of 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 representation in middle management within the Agency and encourage them to keep the target top of mind when making their appointments.

In addition, the agency intends to take a number of pro-active initiatives to promote gender equality.

Building on the positive results of a pilot launched in 2020, the Agency will roll out a full women talent programme in 2021, encourage other Executive Agencies to join it and call for the creation of a women's network across Agencies. Together, these initiatives will provide root support to the Commission decision on gender balance and equality.

Further information is available in the annexed [HR Management performance table](#)

B. Sound financial management

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

In 2021, the Agency will continue monitoring the effective implementation of the Internal Control Framework based on updated internal control monitoring criteria and will implement a number of actions identified following the 2020 internal control assessment exercise to further improve its internal control system.

In the second quarter of the year, the Agency will review the risks identified in relation to programme implementation in 2021. At year-end, in the context of the 2022 work programme preparation, the Agency will conduct its annual risk assessment exercise.

In addition, and taking into account the high number of new colleagues in 2021, the Agency will provide training for staff on different aspects of the Internal Control Framework including the appropriate use of exception requests and non-compliance reports.

To ensure an adequate management of risks related to legality and regularity of underlying transactions, the Agency will carry out ex-ante controls embedded in its programme management processes, including the internal control strategy designed by the parent DGs, as well as ex-post controls, ensuring consistency between them. The latter are implemented by the Common Audit Service for H2020 and Horizon Europe.

Further to the error rate above the materiality threshold detected on the legacy COSME programme in 2020 (2,96%), EISMEA will set up a strong multi-annual action plan with targeted actions and completion dates. The action plan will be communicated to DG GROW in addition to periodical reporting on the progress made.

In 2021, the Agency will revise its control strategy with a view to integrating the management of the programmes under the new mandate.

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

C. Fraud risk management

The Agency will revise its Anti Fraud Strategy, adopted in 2017, with the view to integrate the action points foreseen in the 2019 Commission[11] and Research Family's Anti-Fraud[12] Strategies.

The agency will undertake the following fraud awareness-raising activities: capacity building of anti-fraud skills for effective detection of potential fraud cases; cooperation with OLAF by providing timely information for handling of investigations; enhancing reactivity in case of suspicion of fraud by taking timely preventive measures; improving the Agency's responsiveness with regard to recoveries, penalties and other corrective measures in cases of fraud.

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

D. Digital transformation and information management

The agency operates in line with the Commission Digital Strategy focusing on:

Governance

The agency's IT systems are aligned with corporate requirements in terms of security and data protection. It prioritises corporate IT systems and fosters synergies and efficiencies among its IT projects to further ensure effective corporate IT governance.

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[11] Communication from the Commission on "Commission Anti-Fraud Strategy (CAFS): enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

[12] The first version of the Research family Anti Fraud Strategy (RAFS) was issued in July 2012 Ares(2012)911323, updated by the Common Implementation Centre in June 2019

As it begins its mandate, any new IT tools and systems will be adopted taking into account the specific needs of the business processes and aiming for strict compliance with corporate governance[13].

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.). The aim is to create efficiencies that will enable information to be searchable by and shared among all staff and, when possible, at corporate level. In view of the above, support will be provided to all colleagues to make sure they can benefit from the full potential of these collaborative tools.

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 actively monitor compliance with the Data Protection Regulation (EU) N° 2018/1725 and adopt a yearly update of its Data protection action plan, largely based on the Action Plan of the Commission (cf. C(2018) 7432 final). The agency will provide regular awareness and training opportunities for staff and management, such as European Data Protection Day, data protection clinics and update internal rules and guidelines.

In 2021 the agency will adopt Implementing rules based on Art 45(3) of Regulation 2018/1725 clarifying the obligations on record keeping, procedures for data subject rights and allocation of resources for compliance.

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

E. Sound environmental management

Executive agencies (starting with the ones located in Commission-buildings) will gradually be EMAS-registered[14] during the coming years. In 2021 EISMEA will assign an EMAS correspondent and participate in the EMAS external verification exercise.

EISMEA will promote the EMAS corporate campaigns at local level and identify local environmental actions in order to support the Commission's commitment to implement the

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[13] IT development and procurement choices will be subject to pre-approval by the European Commission Information Technology and Cybersecurity Board.

[14] Either as part of the Commission's corporate EMAS registration or as a separate EMAS registration.

objectives of the Green Deal for its own administration, including becoming climate neutral by 2030. These will include

- Raise awareness about paper use in the office and reduce consumption. During the COVID-19 pandemic, much progress has been made towards paperless working methods. The agency commits to further improve paperless workflows and reduce the use of paper. On top of that, staff awareness actions will ensure full engagement of staff towards this goal.

- The gradual increase of the use and number of VC meeting rooms in the agency. Offering new options for remote meetings will be crucial in the post-COVID-19 time, where VC will be a major part of new work methods. At the same time it will also help achieve carbon neutrality by providing valid alternatives to air travel. To achieve this goal, the agency will create new VC and hybrid meeting rooms, in collaboration with DG SCIC.

- 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 a using audio or video-conferencing 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.

- Staff awareness actions about Green Public Procurement In line with the previous action, encouraging the use of green promotional material, the agency will raise staff awareness on the use of green office supplies, ensuring a more sustainable workplace.

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 in sections A. and D, specific initiatives in this first year of the new agency will include:

- Increasing the use of digital platforms for HR services to ensure a more efficient and effective us 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 Board 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)

Main outputs in 2021:

Output	Indicator	Target
Establishment of an efficient EIC Board secretariat	% of plenary documents that are delivered a week in advance	> 80%
	Time to produce the draft minutes after the plenary meeting	< 5 days
	Board members compensation payments within 30 days following plenary meetings	> 90%

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 strategic autonomy is ensured in critical technology areas (DG CNECT)

Main outputs in 2021:

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 2022)
	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	54
	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
Payments	Time to pay	100% payments executed within the legal time limit
Policy feedback	Contribution to EISMEA's policy feedback framework	1 report

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 strategic autonomy is ensured in critical technology areas (DG CNECT)

Main outputs in 2021:

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% (to be finalised early 2022)
	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	~40 (to be finished in 2022)
	Time to grant	100% grants signed within 6 months from submission deadline
Contracts	Number of contracts signed	1
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	9 (this may be impacted by amendments due to COVID)
Payments	Time to pay	100% payments executed within the legal time limit
Event Innovation Training Workshops Bootcamp	Satisfaction rate of participants	at least 85%
Policy feedback	Innovation/Go-to-market barriers	1 or 2 reports
	Contribution to EISMEA's policy feedback framework	1 report

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 strategic autonomy is ensured in critical technology areas (DG CNECT)

Main outputs in 2021:

Output	Indicator	Target
Calls for proposals	Number of calls published	1 continuous call (short proposal) 1 call with two cut-off dates (full proposal)
Calls for tender	Number of calls published	1
Evaluation sessions	Number of evaluation sessions implemented	1 evaluation session for the continuous call (short proposal) 2 evaluation sessions for the with two cut-off dates (full proposal with interview):
	Time to inform applicants	N/A
	% of evaluated proposals challenged under the evaluation review procedure	< 3%
	% of evaluated proposals re-evaluated following review requests	< 0.5%
Grant agreements	Number of grant agreements signed	38 GAs for legacy projects, selected in 2020. * If first call of 2021 under Horizon Europe is confirmed for June, approximately another 90 GA to be signed by the end of 2021
	Time to grant	> 95 % within 8 months from deadline for full proposal
Contracts	Number of contracts signed	N/A
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	280 approximately (from legacy projects)
Payments	Time to pay	> 95% within TTP - **For EIC Accelerator Pilot 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.
Event Coordinator's Day	Satisfaction rate of participants	> 80%
Policy feedback	Contribution to EISMEA's policy feedback framework.	1 report

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)

Main outputs in 2021:

Output	Indicator	Target
Calls for applications	Number of calls for applications published	3[15]
Evaluation sessions	Number of evaluation sessions implemented	3
	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%
Prize awarded	Number of individual prizes awarded	16
Payments	Time to pay	100% payment excecuted within the legal time limit
Outreach and promotion	Number of information and promotion events organised	4
	Average number of participants or views per event	200
	Average satisfaction rate of participants (if available)	> 80%
Policy feedback	Contribution to EISMEA's policy feedback framework	1 report

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[15] Women Innovators Prize, European Capital of Innovation Award, European Innovation Procurement Award. Social Innovation Prize managed by DG GROW

EIC Community and BAS 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)

Main outputs in 2021:

Output	Indicator	Target
Calls for proposals	Number of calls published (CSA)	2
Calls for tender	Number of calls published	1
Grant agreements	Number of grant agreements signed	1
	Time to grant	
Contracts	Number of contracts signed	0
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	1
Coaching cases	Number of coaching cases	2000
	Satisfaction from coaching service	90%
BAS events	Number of BAS events	40
	Participating EIC beneficiaries	500
	Satisfaction rate of participants	90%
	Average Deals for matching events	2
EIC Community	Number of members	12000
Policy feedback	Feedback on corporate-startup collaboration, Feedback on pathways to partnerships with procurers, corporates and investors	2 reports
	Contribution to EISMEA's policy feedback framework	1 report

European Innovation Ecosystems 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)

Main outputs in 2021:

Output	Indicator	Target
Calls for proposals	Number of calls published	Innosup: 0, EIE: 3
Calls for tender	Number of calls published	Innosup: 0, EIE: 1
Evaluation sessions	Number of evaluation sessions implemented	Innosup: 1, EIE: 6
	Time to inform applicants	Innosup + EIE: 5 months
	% of evaluated proposals challenged under the evaluation review procedure	Innosup + EIE: <10%
	% of evaluated proposals re-evaluated following review requests	Innosup: + EIE: <5%
Grant agreements	Number of grant agreements signed	Innosup: 6, EIE: 1
	Time to grant	Innosup + EIE: 100% within 8 months
Contracts	Number of contracts signed	Innosup: 0, EIE: 0 (no contracts to be signed in 2021)
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	Innosup: 45, EIE: 0
Payments	Time to pay	Innosup + EIE: 90 days (grants)
Event	Satisfaction rate of participants	No events scheduled in 2021
Policy feedback	Reports on INNOSUP / EIE actions / activities ending in 2021	Innosup: 4, EIE: 1
	Contribution to EISMEA's policy feedback framework	1 report

SMP Consumer objective performance table

General objectives:
A European Green Deal, A Europe fit for the digital age
Specific objective:
• Improved sustainable consumption by empowering consumers and improved integration of sustainability considerations into companies' and companies' boards behaviour through an upgraded corporate governance framework
• Consumers are empowered and better protected
• Company law improves conditions for companies, including SMEs, in particular to operate and expand cross-border and to use digital tools (DG JUST)

Main outputs in 2021

Output	Indicator	Target
Calls for proposals incl. invitations to submit proposals	Number of calls published incl. invitations sent	6-7
Calls for tender incl. RfS	Number of calls published incl. RfS	+/- 10
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	50-65
	Time to grant	100 % grants signed within 9 months from submission deadline
Contracts	Number of contracts signed	+/- 10
Payments	Time to pay	100% payments executed within the legal time limit
Event	Satisfaction rate of participants	at least 75%
Policy feedback	Contribution to policy feedback	Upon request from DG JUST

SMP COSME 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)

Main outputs in 2021:

Output	Indicator	Target
Calls for proposals	Number of calls published	12
Calls for tender	Number of calls published	10
Evaluation sessions	Number of evaluation sessions implemented	5 evaluations for call for proposals and 4 evaluations for calls for tenders
	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	85-90 Enterprise Europe Network Grant Agreements (SMP-COSME) and 45-55 grant agreements from the COSME legacy
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	11 contracts from the COSME legacy
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	90-100 final reports of grant agreements and 12-14 final reports of service contracts (COSME legacy)
Payments	Time to pay	100% of payments within legal deadlines
Event (Enterprise Europe Network Annual Conference)	Satisfaction rate of participants	85% of participants being satisfied with the event
Policy feedback	Synthesis reports sent to parent DG to all calls completed before October 2021	Synthesis reports of all calls completed before October 2021
	Contribution to EISMEA's policy feedback framework	1 report

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)

Main outputs in 2021:

Output	Indicator	Target
Calls for proposals	Number of calls published	4
Calls for tender	Number of calls published	6
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 10%
	% of evaluated proposals re-evaluated following review requests	Less than 10%
Grant agreements	Number of grant agreements signed	50-60
	Time to grant	100% signed within 9 months from submission
Contracts	Number of contracts signed	5
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	…
Payments	Time to pay	100% executed within the legal deadline
Event joint action	Satisfaction rate of participants	At least 80%
Policy feedback	Contribution to EISMEA's policy feedback framework	1 report

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)		
Main outputs in 2021:		
Output	**Indicator**	**Target**
Calls for proposals	Number of calls published	2
	Number of proposals received for evaluation step 1 and 2 per strand	Strand 1: 75-90 Strand 2a: 50-60
Evaluation sessions	Number of evaluation sessions implemented per strand (1&2)	2 (2-step evaluation for the two calls only)
	Time to inform applicants	100 % applicants informed within 6 months from submission deadline
	% of evaluated proposals challenged under the evaluation review procedure	0
	% of evaluated proposals re-evaluated following review requests	0
	% of successful proposals passing step 1 evaluation over all submitted proposals per strand	33% for strand 1 50% for strand 2a
Grant agreements	Number of grant agreements signed	0 for both strands
	Time to grant	100% within 8 months
	% of grant agreements signed per proposals evaluated in step 2	Strand 1: 33% Strand 2a: 50%
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
Event: Final Conference	Satisfaction rate of participants	75%
Policy feedback	Target to be set for 2022 (following first call cycle)	N/A
	Contribution to EISMEA's policy feedback framework	1 report

HR Management performance table

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.

Indicator 1: [16]**Number and percentage of first female appointments to middle management positions**[17]
Source of data: DG HR

Baseline (female representation in middle management positions) N/A: Agency set up in April 2021	Final Target 50% in 2024[18]

Indicator 2: EISMEA staff engagement index
Source of data: Commission staff survey [data to be provided by DG HR]

Baseline N/A: Agency set up in April 2021	Target Next European Commission Staff Survey 65%

Indicator 3: Occupation rate of the establishment plan
Source of data: EISMEA/ Establishment Plan

Baseline N/A	Target (2021) > 86%

Main outputs in 2021:

Output	Indicator	Target
BUILDING UP AND REACHING OUT		
Revision of recruitment manual	Updated recruitment manual	September 2021
Recruitment of EIC programme managers	95% EIC programme managers are recruited	December 2021
Develop on-boarding programme for Agency staff	New on-boarding programme adopted and communicated	June 2021
Creation of the active senior scheme	the active senior scheme is approved by management	June 2021
CREATING A NEW ORGANISATIONAL CULTURE		
Establishment of Sounding Board	Establishment of bottom-up activities structure	December 2021
EISMEA will organise initiatives to build up the new corporate culture	8	December 2021
Creation of leadership programme	Outline of the programme is approved by the management	December 2021

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

[17] Head of Unit and Head of Department are hereby defined as middle management positions.

[18] End of MFF period.

Guidance on continuous feedback in place:	the best practice guide for managers and guidelines on continuous feedback and underperformance management	December 2021
IMPLEMENTING A MODERN HR SERVICE		
Awareness raising on ethical rules	Ethics training for management HR-Awareness raising each quarter via e-mail to staff	2 time / year by December 2021 3 mails by December 2021
Whistleblowing session	Whistleblowing training session for all staff	2 times/ year by December 2021
Develop the business case for deployment of Human Resources Managment (HRM) system	Launch the IT tool in the Agency	December 2021
STAFF ENGAGEMENT		
Harmonise staff job descriptions and update the job holder objectives to the mandate of each unit within the Agency	90% of Agency staff having a job description according to the harmonised approach to be agreed.	July 2021
Participation in joint recruitment procedures	Joint selection procedure with other EAs	At least 3 new procedures run in 2021
PROMOTING GENDER BALANCE		
Performance management: Agency will roll out a full women talent programme	Inter-Agency programme is available for EISMEA staff	November 2021

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: EASME AAR 2020

Baseline (2020)	**Target** (2021)
0.94 %	< 2% of relevant expenditure for non-H2020 payments
2.68 %	< 5% of relevant expenditure for H2020 payments

Main outputs in 2021:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	< 2 % of relevant expenditure
	Estimated risk at closure	< 2 % of relevant expenditure
Effective controls: safeguarded assets	Threshold of administrative budget error set at 0,5%	Administrative budget error below 0,5%
Efficient controls	Budget execution	100% of payment appropriations on time
	Timely Payments	98%
Economical controls	Overall estimated cost of controls	under 4% of funds managed
Implementation of annual audit plan for non H2020 programmes	Total number of audit reports, closed within the year[19]	COSME EEN: 1 COSME Actions: 6
	Total number of representative audits to be launched by year end[20].	COSME EEN: 2[21] COSME actions: 7 Consumer Programme[22]: 9

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[19] on-going audits contracted in 2019 and 2020 .

[20] For other non – HE programmes to be delegated from the parent DG will be defined on the later stage

[21] The number of audits for COSME are meant to reach the cumulative closing targets for the representative audits until 2021, from the revised EPC Strategy ARES(2020)3349760-26/06/2020.

[22] Between 1 January until 31 March 2021 the audits on Consummer Programme were conducted within the predecessor agency CHAFEA. They were transferred to EISMEA on 1 April 2021.

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[23] 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 2020 (year preceding the strategy's adoption)	**Interim milestone** 2021 (December)	**Target** 2027
0% of action points implemented	75%	100% of action points implemented in time
Main outputs in 2021:		
Output	**Indicator**	**Target**
Anti-fraud awareness training session	Number of training session organised within the year	twice per year
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
Reports to OLAF on implementation of financial recommendation following OLAF cases	Reporting on the implementation of financial recommendations issued by OLAF following their investigations	twice per year

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[23] 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 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[24]
Source of data: EEN and EIC

Baseline (2020)	**Interim milestone** (2022)	**Target** (2024)
31% EEN	68% EEN	90% EEN
40% EIC	81% EIC	95% EIC

Indicator 2: Percentage of [the agency's] key data assets[25] for which corporate principles for data governance[26] have been implemented
Source of data: EISMEA

Baseline	**Interim milestone** (2022)	**Target** (2024)
A data inventory will be realised by EISMEA in 2021 on the basis of	50%	80%

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[24] 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.

[25] A key data asset is defined as any entity that comprises a source of data based on projects or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata. Commission key data assets have been documented in the data inventory Ares(2019)2586155.

[26] This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the EC data inventory. See Ares(2019)4441343 in the context of the DataStrategy@EC action plan (Ares(2018)5804416). In summary, this means that for each key data asset, services should assess if the following principles have been respected:
- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to IT systems managed or owned by the agency, which are used for storing, managing and disseminating these data assets to implement the aforementioned requirements and processes.

The Data Advisory service offers a single point of access on the intranet for related guidance and information.

which a realistic indicator will be set in 2021/22.		
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%[27]	95% of staff in post for 6 months or longer	100% of staff in post for 6 months or longer

Main outputs in 2021:		
Output	**Indicator**	**Target**
Development / procurement of AI platform and marketplace for EIC applications and information sharing.	Procurement done in time to ensure business continuity.	Procurement procedure completed by end 2021.
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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[27] 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 2021:

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..	No. or % of staff informed No. actions % reduction No. new actions introduced	Address all staff 1 Reduce paper consumption (10%) *compared with previous year* 1 action per year

II.   Reducing CO$_2$, equivalent CO$_2$ and other atmospheric emissions

Gradual increased use (and number) of VC meeting rooms in the EA, in collaboration with DG SCIC.	No. of VC meeting rooms	3

III.   Reducing and managing waste

Implement the EC Guidelines for sustainable meetings and events, e.g. reduce/eliminate single-use plastics, gadgets/gifts	No. events	100% of events following guidelines

IV.   Promoting green public procurement

Staff awareness actions about GPP among EA's staff (*"green items" among EC office supplies' catalogue in line with the EMAS corporate action on resource efficiency* and/ or staff awareness actions (for example, introduce an EA-specific office supplies' catalogue, including only 100% "green items (if available)	Yes No. actions No. or % of staff informed	Address all staff 100% of "green" items ordered 100%

ANNEX 2 – Resources: staff and budget

Administrative budget

EISMEA Operating Budget 2021	Title 1 (EUR million)				Title 2 (EUR million)				Title 3 (EUR million)				Total
	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)	14,737	2,885	0,542		3,489	0,683	0,128		0,632	0,124	0,023		23,244
Subtotal	**14,737**	**2,885**	**0,542**	**0,000**	**3,489**	**0,683**	**0,128**	**0,000**	**0,632**	**0,124**	**0,023**	**0,000**	**23,244**
Single Market Programme													
COSME pillar	4,218		0,133		0,999		0,032		0,181		0,006		5,569
Internal Market and support to Standardisation	1,029		0,033		0,244		0,008		0,044		0,001		1,359
Consumers	0,771		0,024		0,183		0,006		0,033		0,001		1,018
Subtotal	**6,019**	**0,000**	**0,190**	**0,000**	**1,425**	**0,000**	**0,045**	**0,000**	**0,258**	**0,000**	**0,008**	**0,000**	**7,945**
European Regional Development Fund													
Interregional Innovation Investments	0,511				0,121				0,022				0,653
Subtotal	**0,511**	**0,000**	**0,000**	**0,000**	**0,121**	**0,000**	**0,000**	**0,000**	**0,022**	**0,000**	**0,000**	**0,000**	**0,653**
EASME legacy (from 01/01 to 31/03/2021)													
Legacy H2020	5,813		0,155		1,376		0,037		0,249		0,007		7,637
Legacy COSME	2,322		0,062		0,550		0,015		0,100		0,003		3,051
Legacy EMFF	0,707				0,167				0,030				0,904
Legacy LIFE	1,372				0,325				0,059				1,756
Subtotal	**10,215**	**0,000**	**0,216**	**0,000**	**2,419**	**0,000**	**0,051**	**0,000**	**0,438**	**0,000**	**0,009**	**0,000**	**13,348**
Total per source of financing within each Title	**31,481**	**2,885**	**0,949**	**0,000**	**7,454**	**0,683**	**0,225**	**0,000**	**1,351**	**0,124**	**0,041**	**0,000**	**45,191**
Total per Budget Title	**35,315**				**8,362**				**1,515**				**45,191**

Human resources

Figures are indicative

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		
										TA	CA	
Horizon Europe, Pillar III												
European Innovation Council (EIC) : *DG RTD*	274		74	26[28]	173	2	247			8	19	274
Subtotal operational staff	189	69%										
Subtotal management & admin support staff	85	31%										
European Innovation Ecosystems (EIE) : *DG RTD*	14		4	4	10		14					14
Subtotal operational staff	12	85%										
Subtotal management & admin support staff	2	15%										
Single Market Programme												
COSME pillar : *DG GROW*	100		25	5	75		100					100
Subtotal operational staff	63	63%										
Subtotal management & admin support staff	37	37%										
Internal Market and support to standardisation: *DG GROW*	9		2	2	7		9					9
Subtotal operational staff	6	71%										
Subtotal management & admin support staff	3	29%										
Consumers : *DG JUST*	12		1	1	11		12					12
Subtotal operational staff	12	100%										
Subtotal management & admin support staff												
European Regional Development Fund												
Interregional Innovation Investments : *DG REGIO*	6		1	1	5		6					6
Subtotal operational staff	6	100%										
Subtotal management & admin support staff	0											
Total	**415**		**107**		**281**					**8**	**19**	**415**
Subtotal operational staff	**289**	**69.6%**										
Subtotal management & admin support staff	**126**	**30.4%**										

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[28] Of which four are seconded from DG CNECT

Delegated operational appropriations

EISMEA OPERATIONAL BUDGET 2021		COMMITMENT appropriations (€)				PAYMENT appropriations (€)			
		EU Budget (MFF)	Next Generation EU	EFTA/EEA	TOTAL	EU Budget (MFF)	Next Generation EU	EFTA/EEA	TOTAL
Horizon Europe, Pillar III									
01 02 03 01	European Innovation Council (EIC)	1.119.780.000	431.100.000	41.253.408	**1.592.133.408**	51.009.500	83.331.900	1.356.853	**135.698.253**
01 02 03 02	European Innovation Ecosystems (EIE)	56.642.475	0	1.506.690	**58.149.165**	6.515.275	0	173.306	**6.688.581**
Subtotal Horizon Europe		**1.176.422.475**	**431.100.000**	**42.760.098**	**1.650.282.573**	**57.524.775**	**83.331.900**	**1.530.159**	**142.386.834**
Single Market Programme (SMP)									
03 02 01 01	Internal Market	0	-	0	**0**	0	-	0	**0**
03 02 01 07	Market Surveillance	7.196.981	-	194.318	**7.391.299**	2.434.275	-	65.725	**2.500.000**
03 02 02 01	COSME pillar	103.344.693	-	2.790.307	**106.135.000**	35.910.419	-	969.581	**36.880.000**
03 02 03 01	Support to Standardisation	16.093.600	-	0	**16.093.600**	4.593.864	-	0	**4.593.864**
03 02 04 01	Consumers	16.669.426	-	450.075	**17.119.501**	4.269.718	-	115.282	**4.385.000**
Subtotal SMP		**143.304.700**	**-**	**3.434.700**	**146.739.400**	**47.208.276**	**-**	**1.150.588**	**48.358.864**
European Regional Development Fund (ERDF)									
05 02 01 08	Inter-regional Innovation Investments	75.800.571	-	0	**75.800.571**	0	-	0	**0**
Subtotal ERDF		**75.800.571**	**-**	**0**	**75.800.571**	**0**	**-**	**0**	**0**
Completion - Legacy									
01 02 99 01	Completion - H2020	p.m.	-	-	**p.m.**	742.805.794	-	19.262.168	**762.067.963**
02 02 99 01	Completion - Improving access to finance SME	p.m.	-	-	**p.m.**	73.028	-	1.972	**75.000**
03 02 99 01	Completion - COSME	p.m.	-	-	**p.m.**	47.880.716	-	1.292.779	**49.173.495**
03 02 99 03	Completion - Consumers	p.m.	-	-	**p.m.**	12.095.424	-	326.576	**12.422.000**
03 02 99 04	Completion - Standardisation	p.m.	-	-	**p.m.**	9.500.000	-	0	**9.500.000**
03 02 99 05	Completion - Internal market	p.m.	-	-	**p.m.**	0	-	0	**0**
Subtotal Completion		**p.m.**	**-**	**-**	**p.m.**	**812.354.962**	**-**	**20.883.495**	**833.238.458**
Total of the operational budget managed by the Executive Agency:		**1.395.527.746**	**431.100.000**	**46.194.798**	**1.872.822.544**	**917.088.013**	**83.331.900**	**23.564.242**	**1.023.984.156**

Annex 3 Call Planning 2021[29]

European Innovation Council Planning calls for proposals 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
EIC Accelerator 2021 - Expression of Interest - Open and Challenges	HORIZON-EIC-2021-ACCELERATOR-01	18/03/21	Continuously open	0
EIC Accelerator Open 2021	HORIZON-EIC-2021-ACCELERATOROPEN-01	18/03/21	9/6/2021 6/10/2021	592.500.000
EIC Accelerator Challenges 2021	HORIZON-EIC-2021-ACCELERATORCHALLENGES-01	18/03/21	9/6/2021 6/10/2021	496.760.000
EIC Pathfinder Open 2021	HORIZON-EIC-2021-PATHFINDEROPEN-01	18/3/21	19/5/21	168.000.000
EIC Pathfinder Challenges 2021	HORIZON-EIC-2021-PATHFINDERCHALLENGES-01	15/06/21	27/10/21	132.000.000
EIC Transition Open 2021	HORIZON-EIC-2021-TRANSITIONOPEN-01	15/04/2021	22/09/2021	59.600.000
EIC Transition Challenges 2021	HORIZON-EIC-2021-TRANSITIONCHALLENGES-01	15/04/2021	22/09/2021	40.500.000
Co-Creation with Public and Private Buyers of Innovations (CSA)	HORIZON-EIC-2021-PUBLICBUY-01	10/06/2021	30/09/2021	2.000.000
Support to the EIC Accelerator by the Enterprise Europe Network (CSA)	HORIZON-EIC-2021-EEN-01	03/06/2021	09/11/2021	7.300.000
Planning calls for tender 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
Access to expertise and trainings		Q3 2021	N/A	4.500.000

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[29] Based on information in relevant work programmes. May be subject to change

Support through ecosystem partners		Q3 2021	N/A	2.000.000

EIC Prizes Planning calls for proposals 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
EU Prize for Women Innovators	HORIZON-EIC-2021-WomenInnovatorsPrize	18/03/2021	30/06/2021	0.35
The European Capital of Innovation Awards (iCapital)	HORIZON-EIC-2021-iCapitalPrize	18/03/2021	15/07/2021	1.8
The European Innovation Procurement Awards	HORIZON-EIC-2021-InnovationProcurementAwardsPrize	14/04/2021	29/07/2021	0.3
The European Social innovation competition: challenge prize (co-managed with DG GROW)	HORIZON-EIC-2021-SocialInnovation	8/04/2021	12/05/2021	0.15
The European Social innovation competition: impact prize (co-managed with DG GROW)	HORIZON-EIC-2021-SocialInnovation	21/06/2021	06/08/2021	0.05

European Innovation Ecosystems Planning calls for proposals 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
Preparatory action for setting up joint programmes among innovation ecosystems actors	HORIZON-EIE-2021-CONNECT-01-01	06/07/2021	26/10/2021	4
Building capabilities in innovation procurement	HORIZON-EIE-2021-CONNECT-01-02	06/07/2021	26/10/2021	4
Expanding Acceleration Ecosystems	HORIZON-EIE-2021-SCALEUP-01-01	13/07/2021	10/11/2021	5
Scaling up deep tech ecosystems	HORIZON-EIE-2021-SCALEUP-01-02	13/07/2021	10/11/2021	5
Women TechEU	HORIZON-EIE-2021-SCALEUP-01-03	13/07/2021	10/11/2021	3.75
European Partnership on Innovative SMEs	HORIZON-EIE-2021-INNOVSMES-01-01	22/06/2021	01/09/2021	34,99

SMP / CONSUMER PILLAR				
Planning calls for proposals 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
ECC Designation procedure		1st week of May	1st week of June 2021	n/a
BEUC operating grant		16/06/2021	tbc	1.8
European consumer centres		09/06/2021	tbc	7
Grants to ADRs		10/06/2021	tbc	1
CPC grants		10/06/2021	tbc	1
Presidency grant I		08/06/2021	tbc	0.1
Presidency grant II		tbc	tbc	0.1
Debt Advice support		08/06/2021	tbc	0.4
Planning calls for tender 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
JOINT ACTIONS (CASP): CASP 2022 + additional Rf		tbc	tbc	2.8
ConsumerPRO - phase II		n/a	juin-21	1.5
Workshops on the support of the adoption of the GPSD		tbc	tbc	tbc
New collection of enforcement indicators, feasibility study		tbc	tbc	0.5
In-depth analysis of the regulatory framework for package travel		tbc	tbc	0.4
Setting up electronic database for cooperation between Member States and the Commission as well as the cooperation of qualified entities in the implementation of Representative Actions Directive		tbc	tbc	0.07
Consumer summit		tbc	tbc	0.3
Communication on the changes brought by the directive on better enforcement and modernisation of EU consumer protection		tbc	tbc	0.15

CASP FWC		tbc		n/a
Consumer Issues FWC		tbc		n/a

SMP / COSME PILLAR
Planning calls for proposals 2021:

Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
Enterprise Europe Network grants	GRO/SME/21/12192	end April/beg May	tbc	47
Joint Cluster Initiatives (EUROCLUSTERS) for Europe's recovery	GRO/SME/21/12082	Sept-2/2021	tbc	14
Social Economy and local green deals supporting SMEs to become more resilient	GRO/SME/21/12085	Sept-1/2021	tbc	4
Affordable Housing Initiative	RO/SME/21/12586	Q4 2021	tbc	1.2
SME friendly training for Central Purchasing Bodies (CPS)	GRO/SME/21/12063	June-2/2021	tbc	2
COVID-19 Recovery – Sustainable growth in tourism – support to SMEs	GRO/SME/21/12089	Q4 2021	tbc	10.35
Promoting trans-European tourism products in third countries	GRO/SME/21/12100	Q1 2022	tbc	1.5
Erasmus for Young Entrepreneurs	GRO/SME/21/12196	Nov-1/2021	tbc	10
EU SME Centre in China – phase IV 1	GRO/SME/21/12197	Sept-2/2021	tbc	2.4
Sustainability Partnerships Platform for SMEs adopting more sustainable practices	GRO/SME/21/12203	July-1/2021	tbc	0.4
Public procurement of Innovation development	GRO/SME/21/12064	Mid June/2021	tbc	4
Intellectual Property Licensing Intermediares	GRO/SME/21/12087	Sept-2/2021	tbc	0.8

SMP COSME pillar Planning calls for tender 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
Support to the implementation of the Circular Economy Action Plan 2.0 in construction	GRO/SME/21/12123	Q4 2021	tbc	0.45
Support of the digitalisation of the built environment, public procurement and SMEs in construction	GRO/SME/21/12115	Oct-1/2021	tbc	0.75
Monitoring the performance of EU industry and industrial ecosystems	GRO/SME/21/12081	July-2/2021	tbc	1.5
SME Policy - Late Payment	GRO/SME/21/12257	Dec-1/2021	tbc	0.65
Enterprise Europe Network animation tasks	GRO/SME/21/12193	April-1/2021	tbc	3
Crisis management and governance in tourism	GRO/SME/21/12737	Q2-Q4 2021	tbc	0.9
Pact for Skills 2021-2022	GRO/SME/21/12083	July-2/2021	tbc	0.45
Cybertheft of trade secrets: awareness toolkit for SMEs and the research community	GRO/SME/21/12088	April-2/2021	tbc	0.2
Events & Technical assistance - cluster actions	GRO/SME/21/12321	no info provided	tbc	0.2
Tourism events & Technical assistance	GRO/SME/21/12515	no info provided	tbc	0.3
Remunerated experts - COSME CALL	GRO/SME/21/12386		tbc	0.4

SMP /INTERNAL MARKET STANDARDISATION Planning calls for proposals 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
Joint Actions Market Surveillance		End May	End August	4
MS campaigns		June 2021	End August	1.324
Establishing and functioning of Union testing facilities		June 2021	End August	1
Study on measuring non-compliance for the sectors Reg 2019/21021		June 2021	End August	0.32
Support to organizations representing SMEs in European standardisation		Q4 2021		4.75
Framework partnership agreement SMEs interests in standardisation		Q3 2021		tbc
Standardisation grants to CEN, CENELEC and ETSI - Implementation by executive agency		Q4 2021		10.25
Framework Partnership Agreement - CEN, CENELEC and ETSI		Q3 2021		tbc
Planning calls for tender 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
Study on assessing challenges and opportunities for market surveillance		May 2021	August	0.09
Framework contract to support the organization of joint actions		Q3 2021		tbc
Awareness raising campaigns		July 2021	September	0.15

Interregional Innovation Investments (I3)				
Planning calls for proposals 2021:				
Call title	**Call identifier**	**Publication date**	**Closing date**	**Ind. Budget (EUR million)**
ERDF-I3-2021 - (Strand-1) two-stage	ERDF-I3-2021 - (Strand-1) two-stage	05/10/2021	16/11/2021-1st stage 28/04/2022 – 2nd stage	39.9
ERDF-I3-2021-(Strand-2a) two-stage	ERDF-I3-2021-(Strand-2a) two-stage	05/10/2021	29/10/2021-1st stage 18/05/2022 – 2nd stage	35.9