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ANNEX

ANNEX

to the

Commission Decision

**approving the work programme 2022 of the European Innovation Council and SMEs
Executive Agency**

EN   **EN**

Annex

Annual work programme 2022

EUROPEAN INNOVATION COUNCIL AND
SMEs EXECUTIVE AGENCY (EISMEA)

Contents

FOREWORD

In 2022, EISMEA will enter its second year, building on strong foundations that were laid in 2021. The agency's priorities include:

Consolidating the work of the European Innovation Council (EIC), in particular by supporting the newly appointed board as well as a President of the board – to be appointed in 2022. Our continued implementation of the EIC will support the development and scaling-up of deep-tech start-ups and SMEs while helping to ensure Europe's open strategic autonomy in critical technology areas.

Building strong synergies with European and place-based innovation ecosystems across Europe. Following an impressive start in 2021, our implementation of European Innovation Ecosystems (EIE) and Interregional Innovation Investments (I3) will help ensure innovative and smart economic transformation across the EU.

Bringing the full benefits of the Single Market to businesses and consumers through our continued implementation of key parts of the Single Market Programme. This will help generate more business opportunities in the Single Market while at the same time ensuring that consumers are empowered and better protected.

The COVID-19 pandemic continues to bring challenges to the agency – particularly in practical terms of building up teams with limited face to face contact. In 2022, responding to these challenges and constraints, the agency will concentrate on building up the agency's corporate culture in a way that brings staff together – even while they are working remotely – and encourages innovation. Three goals for 2022 are:

Establishing EISMEA as an outstanding employer through listening to staff and promoting dialogue. Initiatives including regular "open door" slots with senior management will be complemented by a re-vamped intranet for easy access to information.

Building up a vibrant and inclusive working environment including by establishing bottom-up groups focused on issues that matter to staff.

Establishing EISMEA as a beacon of innovation including a series of TED-style lunchtime talks from top innovators, further use of the agency's "idea lab" to harvest and implement the best ideas from staff and providing opportunities for staff to visit innovative companies.

I am confident that this combination of high quality programme implementation with a strong corporate culture that places innovation at the centre will help EISMEA build on its sturdy foundations and deliver excellent results in the coming year.

Jean-David Malo
Director, EISMEA

PART 1. Mission statement

From ideas to global markets: Innovation made in Europe.

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

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

By implementing these programmes and the specific delegated tasks[2], the agency will contribute to reaching the European Commission's objectives of a European Green Deal and a Europe fit for the digital age.

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

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

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

PART 2. Key performance indicators

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

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

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

Policy support impact. 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. Work will be undertaken in 2022 to further develop how policy support impact of the agency is measured.

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 (2021)	**Target** (2022)
Time to grant 95% of grants signed within deadlines **% of budget execution** operational budget: 100% (commitments and payments)	**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 (2021)	**Target** (2022)
Timely payments 99,8% of payments within legal deadlines (administrative budget) 99,2% of payments within legal deadlines (operational budget)	**Timely payments** 99% of payments within legal deadlines (administrative and operational budget)

Policy Support Impact		
Source of data: European Innovation Council & SMEs Executive Agency (Units D.01 and E.03)		
Baseline	**Mid-term** (2023)	**Target** (2027)
Qualitative KPI on quality of support[4] to EIC Board. KPI on policy support to parent DGs (to be established in 2022)		

Robust internal Control	
Source of data: European Innovation Council & SMEs Executive Agency/ 2021AAR (Team C.01)	
Baseline	**Target** (2022)
1,5%	**Overall risk at closure** < 2% of relevant expenditure

% 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 an annual survey of EIC Board (from 2022)

[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 2022

EISMEA has a strong economic oriented portfolio, grouping the EIC with other relevant strands of the Single Market Programme. It creates strong synergies to support the recovery of the European economy, and in particular small and medium-sized enterprises, notably through innovation. In particular, the European Innovation Ecosystems and the 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 (F2P).

In 2022, following up on productive preparatory discussions which took place 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. Where appropriate, commonalities will be sought with feedback to policy activities in other executive agencies, in particular those responsible for "bottom up" programmes without predefined thematic priorities.

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 2022 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 – including a number of high-profile external communication actions[7] – EISMEA will support the development and scaling-up of SMEs with breakthrough and disruptive technologies and help make sure that Europe's open strategic autonomy is ensured in critical technology areas. 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 supports the Commission representation to the Board meetings.

The members of the EIC Board were appointed on 18 November 2021 for a two year mandate, renewable twice. The appointment of the President of the EIC Board is expected in the first quarter of 2022. At its first meeting on 26 November 2021, the Board established

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[7]   Actions designed to raise awareness and support across the innovation ecosystem include Infodays, Coordinators' Days, Prizes and Awards as well as Business Acceleration Services events. Full list of actions listed in performance tables and Call Planning in annex

four working groups which will be supported by the agency as well as the organisation of five plenary Board meetings in 2022. A key advice will be for the preparation of the 2023 Work Programme for the EIC, and the Board is also expected to contribute to requests for advice on broader innovation policy issues.

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 six "Challenges" (thematic calls) offering grants of EUR 4 million in the following areas: Carbon & Nitrogen management and valorisation; Mid-long term, systems-integrated energy storage; Cardiogenomics; Healthcare Continuum technologies; DNA-based digital data storage; Alternative Quantum Information Processing, Communication, and Sensing.

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 open strategic autonomy in critical technology areas.

In addition the agency will implement the first Horizon Europe projects selected under the 2021 EIC Pathfinder calls as well as the related **legacy activities of the Horizon 2020 Programme** Future and Emerging Technologies (FET) grants. This includes 244 FET Open grants and 66 FET Proactive grants as well as two ERA-NET grants.

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

EIC Transition

The EIC Transition funds innovation activities that go beyond the experimental proof of principle in laboratory. It supports the maturation and validation of novel technologies (making use of prototyping, formulation, models, user testing or other validation tests) as well as the development of a business case and business model towards the innovation's future commercialisation.

Implementing EIC Transition actions will help support the development and scaling up of SMEs with breakthrough and disruptive technologies. As such, the agency will launch one Transition call divided into an open call and two "Challenges" in the following areas: green devices for the future; process and system integration of clean energy technologies. Around 40 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.

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 runs continuously open calls offering up to EUR 2.5 million in grants for technology development and validation and EUR 0.5 – 15 million of investment, or more in duly justified cases, for scaling up and other activities. Finance options for SMEs include **"blended finance"** (a combination of grant and investment), "**grant-only**", "**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, the programme includes specific challenges, including to strengthen open strategic autonomy and progress towards the goals of the "Fit for 55" agenda.

The investment component (i.e. [quasi-] equity) is managed by the EIC Fund. This Fund will be restructured into an alternative investment fund shortly, managed by an external Alternative Investment Fund Manager (AIFM) with the support of the European Investment Bank (EIB) as investment adviser (providing support by performing due diligence on the companies selected and by preparing investment proposals). In a second step, to be carried out in the second half of 2022, the EIC Fund will be placed under indirect management.

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

Finally, thanks to the Business Acceleration Services, the agency will ensure a rapid and global scale-up of the EIC beneficiaries.

On top of implementing the newly selected projects under Horizon Europe, the agency implements the legacy activities launched under Horizon 2020 – over 800 ongoing projects coming from EIC Pilot, SME Instrument and FTI. In this context, the EIC Fund (under indirect management in the near future) will continue to monitor the investment component of the 141 companies selected under Horizon 2020 and the agency will integrate the aforementioned into a consolidated management reporting

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 pay the Award winners of the 2021 edition of the prizes. It will also manage the process for the 2022 edition of the prizes:

The **EU Prize for Women Innovators** celebrates 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 three prizes 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 in the 'Challenge category' (three prizes of EUR 50 000 each). 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.

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: These services are implemented through contracts as set out in the EIC work programme.

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. Other services include the Greenhouse Gas Programme providing support for new green business opportunities.

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

It will also **seek partnerships with ecosystem partners** such as EEN, Start-up Europe, EIT KICs, 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 2022 the agency will also start for the first time to provide EIC funded projects and companies with services to enhance their capabilities to take part in innovation procurement bids in and outside Europe.

In addition, the agency will continue to provide business acceleration services to the legacy Pathfinder, Transition, Accelerator and FTI projects funded under Horizon 2020.

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 reinforce the EIC's position as 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').

EIC data and IT systems integration to improve the EIC's Data Management and Information systems capability 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 further development of the **EIC Marketplace** which makes preliminary findings and results from EIC projects available to potential partners, investors and entrepreneurs to maximise their potential for success.

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.

Expert group on design of EIC Marketplace and 'Tech to Market' activities. Expert contracts will be issued to independent experts (technical, legal, etc.) to continue 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.

Enhanced cooperation between EIC and EIT. Monitoring of four pilot projects aiming at enhancing the cooperation between EIC and EIT KICs for a better service offer to our beneficiaries.

Start-up Europe: Evaluate the proposals and launch new projects aiming at favouring the cooperation between the EIC and wider European deep tech Ecosystems.

Pilot European innovation gender and diversity index to provide recommendations for the development and implementation of an innovation gender and diversity index and related measures needed to improve data availability and voluntary diversity reporting uptake.

Expert group on late-stage scale-up financing to advise on the creation of a larger scale funding mechanism to scale up high-risk investments

EIC Scale Up 100 to identify a cohort of 100 EIC- or MS/AC-supported companies with the potential to scale up as global leaders or potential unicorns and provide them with a support package including for bespoke networking, access to finance, internationalisation and marketing.

Creating communities, stakeholder engagement and impact from EIC portfolios to raise the interaction, visibility and impact of the EIC portfolios of projects.

Upskilling for outreach and EIC proactive management to share best practice and connect relevant stakeholders involved in implementing programmes and projects in the area of breakthrough technologies and market creating innovation, similar to EIC, in Europe and elsewhere.

European Innovation Ecosystems (EIE)

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 is responsible for implementing calls for proposals in three thematic areas, known as "destinations": **CONNECT, SCALE-UP and InnovSMEs**.

Calls in the **CONNECT** destination 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 focus on reinforcing network connectivity within and between innovation ecosystems for sustainable business growth with high societal value. The destination also includes **WomenTech.EU** to support to early-stage deep tech European start-ups led by women. The budget for WomenTech.EU in 2022 has been increased to €10 million, following the initial call in 2021 for €2 million, with a contribution from the EIC budget.

Calls in the **InnovSMEs** destination support the European Partnership on Innovative SMEs, which helps 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 is responsible for launching and implementing a number of **other actions** (**procurement, direct action grants, expert contracts, subscriptions and prizes**) that support the policy and programme goals of European Innovation Ecosystems. They include:

- Supporting the functioning and output of the **EIC Forum** and its **Commission Expert Group.** The agency will facilitate its work and procure an **analysis of legal and policy initiatives** in the intersection of emerging technologies and respective legislation at EU, national and regional level.

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

- Continuing to implement the **IP Helpdesk** (inherited from the Horizon 2020 programme) to help SMEs better protect their intellectual property.
- Engaging the Joint Research Centre (JRC) 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 grant and, procurement actions The European Commission's subscription as a member of **EUREKA**
- Strengthening innovation and investment ecosystems for start-up and scale-up companies by supporting angel investors and their syndicates.

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).

Further information is available in the annexed European Innovation Ecosystems performance table

Single Market Programme

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

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

By implementing these actions – including several high-profile external communication actions[9] -, 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.

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[9]   Actions designed to raise awareness and support among key audiences include Consumer Summit and EEN Annual Conference. Full overview of actions in performance tables and Call Planning in annex.

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; provision of 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.

In addition the agency will implement the **legacy activities of the Consumer Programme (2014-2020)** as well as finalisation of the procedures planned under 2021 WP:

- signature of grant agreements under European Consumer Centres (ECC), Consumer Protection Cooperation (CPC), Alternative Dispute Resolution (ADR) calls
- completion of the procurement procedures: Consumer Surveys, Market Surveillance and Enforcement (CASP), Consumer Education, organisation of events including Meetings in Member States to Promote Consumer Agenda (Consumer Dialogues).

Further information is available in the annexed Consumer objective performance table

SME pillar of the Single Market Programme

SME 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 and the continuation of IP Helpdesks in China, South-East Asia, India and Latin America;
- Services to help European SMEs do business in China (EU SME Centre in China) and in Japan (EU Japan Centre for Industrial Cooperation);
- 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 EEN (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 with actions to apply 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 considering 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 first year of the SME pillar under the Single Market Programme 2021 and the legacy activities of the COSME programme (2014-2020)** which include actions on: SME policy, entrepreneurship, social economy, clusters, skills, Key Emerging Technologies, unitary patents, fashion industry and manufacturing support, construction, internationalisation, artificial intelligence, innovation, tourism, defence, access to finance, support to SMEs and to entrepreneurs).

Further information is available in the annexed SME pillar performance table

Internal Market and support to standardisation

The 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.

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

Market surveillance
- Requests for service under a joint Framework contract with DG GROW and DG JUST to support joint enforcement actions,

- Requests for service under a joint Framework contract with DG GROW and DG JUST to support Union market surveillance campaigns, associated activities and trainings – EU Product Compliance Network,

Standardisation

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

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

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

Action grants to bodies identified in the basic act to carry out in collaboration with the European standardisation organisations the performance of preliminary or ancillary work in connection with European standardisation.

Operating grants to European stakeholder organisations representing consumer, environmental, and social interests in European standardisation.

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

The agency will launch **invitations to conclude grant agreements** with European standardisation organisations and **invitations to conclude operating grants** with the Annex III European stakeholder organisations.

The agency will launch an **invitation to conclude grant agreement** with European stakeholder organisations to represent the interests of SMEs in European standardisation.

In terms of **legacy activities**, the agency will continue managing 38 action grants, concluded in the period 2013 to 2020 under successive Framework Partnership Agreements with European standardisation organisations CEN, CENELEC, and ETSI, to implement the activities described in Art 15 of Regulation (EU) 1025/2012.

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

European Regional Development Fund (ERDF)

The ERDF aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions. 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 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 (i3)

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 the two main strands of the programme in 2022 – 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).). At the end of 2022, it will also launch the call for Strand 2b (Advisory support and capacity building) focusing on less developed regions in order to be implemented during 2023.

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 uses amongst other finance schemes also the cascading funding mechanism (financial support to third parties).

- **Strand 2a:** 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.

- **Strand 2b**: aims at increasing the capacity of regional innovation ecosystems in less developed regions to participate in global value chains and in partnerships with other regions. This strand has a strong cohesion dimension and aims to create linkages between less developed and more developed regions. The purpose of this strand is to build capacities for a successful participation in Strands 1 and 2a.

For the duration of the first bi-annual work programme (2021/22), the focus is on Strands 1 and 2a with a gradual delegation of the remaining strands on capacity building, experimentation, technical assistance and support to networks in the coming years. In the interim, these strands are dealt with directly by DG REGIO.

I3 activities are expected to evolve, based on advice from the I3 expert group, experience from the projects' implementation (policy feedback) and the dynamics of the world of innovation. Topics identified for the calls (strand 1 and 2a) will evolve as well, with new topics identified in subsequent biannual I3 Work Programmes including the recommendations of the I3 expert group. Synergies with other EU programmes will be sought where and when appropriate. Where possible, lessons learned from the first calls opened in 2021 will be used to adapt the conditions for the second wave of submissions planned for October 2022.

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.

PART 4. Modernising the administration: main outputs for 2022

In 2022 the agency will build on the foundations that were laid in 2021 to introduce a modern HR service and a vibrant and inclusive corporate culture. Activities in both areas incorporate a strong focus on innovation – in line with the agency's vision, mission and values.

The internal control framework ([10]) 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 2022 will continue its objective of creating the best workplace for staff. In particular:

Building up and reaching out

In 2022 the agency will organise a follow up of the EISMEA building teams / job fair exercise which was organised in 2021. The exercise will take into account staff wishes as well as the agency's needs and constraints. The agency will strengthen its induction programme by organising an Induction Day for newcomers with welcome messages from the agency's management (Director's office, Heads of Departments and Units etc.) and presenting the agency's activities. To attract and hire the very best candidates, the agency intends to use a broad range of recruitment channels combined with competency-based assessments.

Shaping the agency and creating a new organisational culture

Given the strain that the COVID-19 pandemic has placed on staff, the agency will continue working to boost engagement and resilience with a particular focus on enhancing the

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

motivation of colleagues and embracing the "new normal" of the office environment after confinement.

The agency will continue to implement its corporate culture action plan in 2022 with a number of actions designed to help the agency achieve three goals:

- **Establishing EISMEA as an outstanding employer through listening to staff and promoting dialogue**. Initiatives will include: regular "open door" slots and informal coffee chats for staff with senior management and a re-vamped intranet for easy access to information.
- **Building up a vibrant and inclusive working environment** including by establishing bottom-up groups on issues that matter to staff (EISMEA Initiatives")
- **Establishing EISMEA as a beacon of innovation** including a series of TED-style lunchtime talks from top innovators, further use of the agency's "idea lab" to harvest and implement the best ideas from staff and providing opportunities for staff to visit innovative companies.

Output from a management away day (planned for December 2021) will provide ideas for 2022 on the further development of a management culture and way of working. An Agency wide away day is planned for 2022 to further build and develop the corporate culture in line with the above three goals.

The results of the Commission staff survey will also help identify the most suitable tools to support staff engagement activities.

Implementing a modern HR service

EISMEA's HR strategy supports EISMEA's need for cutting-edge knowledge and specific expertise. Since the end of 2021, EISMEA has been updating its Selection Procedure guide using a participatory approach and is also developing a smart IT tool to save time in selection procedures. These tools will start to be used in 2022.

Internal mobility is a potent tool for motivating staff: either working in the same role but on another programme or changing role. In 2022 EISMEA will offer targeted training to help candidates prepare themselves for these restricted internal job opportunities.

To help ensure high standards of management, the agency will prepare a 360° appraisal exercise for all managers of the Agency.

EISMEA will develop a training strategy for both managers and staff in 2022 based on needs expressed in the recent survey on Internal Control. They will include training on ethics and whistleblowing.

The agency will also follow the development and the adoption of the HR Strategy of DG HR and all initiatives DG HR will propose for the diversity and inclusion programme

Facilitating career development and increasing synergies among Executive Agencies

In 2022 the agency will continue working to build efficiencies in 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, like harmonisation of workload calculation for calculating staff needs.

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

Promoting gender balance

Seconded middle managers are part of the seconding DGs' staff. As such the responsibility for 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 diversity and inclusion in line with the Commission's initiatives. They include the inter-agency women talent programme with the objective of enabling women aspiring to leadership positions.

Further information is available in the annexed HR Management performance table

B. Sound financial management

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

In 2022, the further use of common grant support tools and the harmonisation of business processes should lead to significant efficient gains. Cost efficiency will also be obtained by a further enhancement of cooperation with the other agencies in all possible fields.

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

In 2022, 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 2021 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 2022. At year-end, in the context of the 2023 work programme preparation, the agency will conduct its annual risk assessment exercise.

Taking into account new colleagues arriving in 2022, the agency will continue to provide training for staff on different aspects of the Internal Control Framework. In addition, the agency will make the use of the internal network that has been created in 2021 to raise awareness about internal control related topics, including the appropriate use of exception and non-compliance reports.

To ensure an adequate management of risks related to legality and regularity of underlying transactions, the agency will 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.

In 2022, the agency will review the existing ex post audit strategy, covering currently COSME, LIFE and EMFF programmes of MFF 2014-2020, to integrate the legacy programmes transferred to EISMEA as of April 2021 (namely the Consumer Programme and Internal Market & support to Standardisation activities), with a focus on improving the selection of the risk-based audits and closely monitoring the implementation of the audit results.

In 2022, the agency will start collecting data related to the management of the delegated programmes under the MFF 2021-2027 with a view to drafting its ex post audit strategy that will be applicable to relevant delegated programmes under the Single Market Programme as well as Interregional Innovation Investments (I3) under the European Regional Development Fund.

In 2022, the agency will review the existing ex post audit strategy covering the MFF 2014-2020.To integrate the legacy programmes transferred to EISMEA as of April 2021 with a focus on improving the selection of the risk-based audits and closely monitoring the implementation of the audit results.

In 2022, the agency will start collecting data related to the management of the delegated programmes under the MFF 2021-2027 with a view to drafting its ex post audit strategy

Further information is available in the annexed [Sound Financial Management performance table.](#)

C. Fraud risk management

The agency will revise the Anti Fraud Strategy, adopted in 2017 to cover the programmes of the new mandate, and with a view to integrating the action points foreseen in the most updated Commission and Research Family's Anti-Fraud Strategies[11].

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

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

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

D. Digital transformation and information management

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

Governance and security

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.

As needed, 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.

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[11] Applicable CAF and RAF Strategies November 2021, respectively: 1.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'. 2. The first version of the Common Anti-Fraud Strategy in the Research family (RAFS) was issued in July 2012 (Ares(2012)911323), updated with the accompanying action plan by the Common Implementation Centre in June 2019 (Ares(2019)4505240).

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

As to cybersecurity the agency is now benefitting of the services of the Centralised Local Informatics Security Officer (LISO) which has reinforced the application of relevant corporate policy/actions in this area. This will also allow the planning of awareness training activities.

The agency has agreed to sign the MoU on IT Security Risk Management in order to streamline the IT security risk management element in the digital transformation of the agency.

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 continue to actively monitor compliance with the Data Protection Regulation (EU) N° 2018/1725 and adopts 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's Data Protection Officer will provide regular awareness and training opportunities for staff and management, such as during the European Data Protection Day, data protection clinics and update internal rules and guidelines.

In 2022 the agency will promote the Implementing rules based on Art 45(3) of Regulation 2018/1725, clarify 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[12] during the coming years.

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 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, initiatives in 2022 will include:

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

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

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

ANNEX 1: Performance tables

EIC 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)
From 2020-2024 Strategic Plans

Main outputs in 2022:		
Output	**Indicator**	**Target**
Maintaining 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 open strategic autonomy is ensured in critical technology areas (DG CNECT)

From 2020-2024 Strategic Plans

Main outputs in 2022:

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	~90
	Time to grant	96% within 8 months
Contracts	Number of contracts signed	0
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	50 (from legacy projects)
Payments	Time to pay	100% payments executed within the legal time limit
Event: Info Day	Satisfaction rate of participants	80%
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

EIC Transition performance table

Main outputs In 2022:

Output	Indicator	Target
Calls for proposals	Number of calls published	2
Calls for tender	Number of calls published	1
Evaluation sessions	Number of evaluation sessions implemented	100%
	Time to inform applicants	100% applicants informed within 17 weeks (~4 months) from submission deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3%
	% of evaluated proposals re-evaluated following review requests	Less than 2%
Grant agreements	Number of grant agreements signed	55
	Time to grant	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	5 (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 report
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

EIC Accelerator performance table

General objective: A Europe fit for the digital age

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

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

Main outputs in 2022:

Output	Indicator	Target
Calls for proposals	Number of calls published	2 continuous calls (short proposal) 2 calls with three cut-off dates each (full proposal)
Calls for tender	Number of calls published	0
Evaluation sessions	Number of evaluation sessions implemented	1 session for continuous call (short proposal) 3 sessions (three cut-off dates for the two calls mentioned above – full proposals with interviews)
	Time to inform applicants	25 days for short proposal from submission to outcome 35 days for full proposal from submission to outcome 4 months from cut-off to final decision of interview
	% of evaluated proposals challenged under the evaluation review procedure (for short proposals)	< 2%
	% of evaluated proposals re-evaluated following review requests (for short proposals)	< 0.5%
Grant agreements	Number of grant agreements signed	N/A
	Time to grant	N/A
Contracts	Number of contracts signed	150 Under Horizon Europe
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	250 from legacy projects under Horizon 2020
Payments	Time to pay	> 95% within the legal limit - **For EIC Accelerator Pilot and Horizon Europe projects**: 60 days for periodic reporting linked to additional pre-financing requests and 90 days for final periodic reporting; - **For SMEI Phase 2 and FTI projects**: 90 days for interim and final periodic reporting.

| Event Coordinator's Day | Satisfaction rate of participants | > 80% |
| EISMEA F2P Framework | Participation in EISMEA task force on F2P | Contribution to EISMEA's policy feedback framework |

EIC Prizes performance table

General objective: A Europe fit for the digital age		
Specific objective: Research and innovation actions and the European Innovation Council in particular support development and scaling-up of SMEs with breakthrough and disruptive technologies (DG RTD)		
From 2020-2024 Strategic Plans		
Main outputs in 2022:		
Output	**Indicator**	**Target**
Calls for applications	Number of calls for applications published	8[13]
Evaluation sessions	Number of evaluation sessions implemented	8
	Time to inform applicants	100% within 5 months of application deadline
	% of evaluated proposals challenged under the evaluation review procedure	< 0.5%
	% of evaluated proposals re-evaluated following review requests	< 0.5%
Prizes awarded	Number of individual prizes awarded	20
Payments	Time to pay	100% payment executed within the legal time limit
Outreach and promotion	Number of information and promotion events organised	7
	Average number of participants or views per event	200
	Average satisfaction rate of participants (if available)	> 80%
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

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[13] Women Innovators Prize, European Capital of Innovation Award, European Innovation Procurement Award. The Social Innovation Prize is followed by DG GROW.

EIC Community and BAS performance table

Main outputs in 2022:

Output	Indicator	Target
Calls for proposals	Number of calls published (CSA)	0
Calls for tender	Number of calls published	2
Grant agreements	Number of grant agreements signed	0
	Time to grant	
Contracts	Number of contracts signed	2 (procurement)
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	1
Coaching cases	Number of coaching cases	2500
	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	14000
Policy feedback	Feedback on corporate-startup collaboration, Feedback on pathways to partnerships with procurers, corporates and investors	3 reports
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

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)

From 2020-2024 Strategic Plan

Main outputs in 2022:

Output	Indicator	Target
Calls for proposals	Number of calls published	EIE: 4
Calls for tender	Number of calls published	EIE: 3
Evaluation sessions	Number of evaluation sessions implemented	EIE: 6
	Time to inform applicants	EIE: 5 months
	% of evaluated proposals challenged under the evaluation review procedure	EIE: <5%
	% of evaluated proposals re-evaluated following review requests	EIE: <3%
Grant agreements	Number of grant agreements signed	EIE: 156
	Time to grant	EIE: 100% within 8 months
Contracts	Number of contracts signed	Innosup: 0, EIE: 3
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	Innosup: 70 EIE: 0
Payments	Time to pay	Innosup + EIE: 90 days (grants)
Events	Satisfaction rate of participants	> 80%
Policy feedback	Reports on INNOSUP / EIE actions / activities ending in 2021	Innosup: 1, EIE: 0
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

SMP Consumer objective performance table

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

Main outputs In 2022:

Output	Indicator	Target
Calls for proposals incl. invitations to submit proposals	Number of calls published incl. invitations sent	5
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	30
	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%
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

SMP SME pillar performance table

General objective: A Europe fit for the digital age Specific objective: More European SMEs have access to cross-border business by digital means (DG GROW) *From 2020-2024 Strategic Plan*		
Main outputs in 2022[14]:		
Output	**Indicator**	**Target**
Calls for proposals	Number of calls published	5 80% of the call for proposals listed in the SMP SME annual work programme published by 31 December 2022.
Calls for tender	Number of calls published	12 65% of the call for tenders listed in the SMP SME annual work programme published by 31 December 2022.
Evaluation sessions	Number of evaluation sessions implemented	12 evaluations for call for proposals and 9 evaluations for calls for tenders by 31 December 2022 Two evaluation sessions for proposals from international partners of the Enterprise Europe Network (participation without EU funding)
	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 2.75% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	Max. 0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	175-180 SMP SME grant agreements signed by 31 December 2022 In addition, around 50 cooperation agreements with International Partners of the Enterprise Europe Network (without EU funding)

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[14] the table includes also COSME legacy actions

		90% of the grant agreement preparations (GAPs) initiated before 30 September 2022, signed by 31 December 2022.
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	10-12 contracts from SMP COSME
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	At least 100 final reports assessed. 100 % of the final reports submitted before 31st October 2022 assessed.
Payments	Time to pay	100% of payments within legal deadlines
Event (Enterprise Europe Network Annual Conference)	Satisfaction rate of participants	85% of participants being satisfied with the event
Policy feedback	Policy feedback documents sent to parent DG and published in EISMEA website	Four quarterly reports and individual fiches for all SMP and COSME actions published in 2021 and 2022.
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

SMP Internal Market and support to standardisation performance table

General objective: A Europe fit for the digital age

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

From 2020-2024 Strategic Plan

Main outputs in 2022:

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	25-30
	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%
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

Interregional Innovation Investments performance table

General objective: A Europe fit for the digital age		
Specific objective: Innovative and smart economic transformation across the EU (DG REGIO)		
From 2020-2024 Strategic Plan		
Main outputs in 2022:		
Output	**Indicator**	**Target**
Calls for proposals	Number of calls published	3 (including the publication of the Strand 2b call)
	Number of proposals received for evaluation step 1 and 2 per strand	Strand 1: 75-90 Strand 2a: 60-75
Evaluation sessions	Number of evaluation sessions implemented per strand (1&2)	6
	Time to inform applicants	100 % applicants informed within 6 months from submission deadline
	% of evaluated proposals challenged under the evaluation review procedure	<5%
	% of evaluated proposals re-evaluated following review requests	<3%
	% of successful proposals passing step 1 evaluation over all submitted proposals per strand	20% for strand 1 33% for strand 2a
Grant agreements	Number of grant agreements signed	18 for both strands
	Time to grant	100% within 9 months
	% of grant agreements signed per proposals evaluated in step 2	Strand 1: 30% 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: Info Day	Satisfaction rate of participants	75%
Policy feedback	Target to be set for 2022 (following first call cycle)	N/A (too early for any policy feedback from implemented projects)
EISMEA F2P Framework	Participation in EISMEA task force on F2P	Contribution to EISMEA's policy feedback framework

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: [15]**Number and percentage of first female appointments to middle management positions**[16]

Source of data: DG HR

Baseline (female representation in middle management positions) 45% (5 out of 11) in 2021	Final Target 50% in 2024[17]

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

Baseline 69% (2021)	Target (2024) At least 76% and maintain above the Commission average of 72%

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

Baseline 88% (2021)	Target (2022) 90%

Main outputs in 2022:

Output	Indicator	Target
BUILDING UP AND REACHING OUT		
Revision of the selection procedure guide	Updated selection procedure guide.	June 2022
Competency-based assessments	Completion of competency-based assessments	December 2022
Training strategy	Completion of strategy	December 2022
Induction Day	Number of sessions – one every 3 months.	4 completed by December 2022
CREATING A NEW ORGANISATIONAL CULTURE		
Coffee with the Director meetings	Number of meetings.	9 meetings / 50 staff members participated by end 2022
Re-vamp of intranet	Successful launch and increase in vists	Launch by June 2022, 10% increase in readership by end 2022 (compared to end 2021).
Establishment of bottom-up groups (EISMEA Initiatives)	Number of groups established and working actively on initiatives of common interest	4 active groups with min 30 colleagues involved by end 2022
TED-style lunchtime talks (EISMEALS)	Number of talks, participation rate, feedback	8 talks in 2022, average of 70 participants per session, positive feedback via survey.

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[15] 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.

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

[17] End of MFF period.

Visit to innovative company	Launch pilot visit in 2022 45	1 visit (pilot) in 2022
IMPLEMENTING A MODERN HR SERVICE		
Awareness raising on ethical rules	Ethics training for management HR-Awareness raising each quarter via email to staff	Twice per year by December 2022 3 emails by December 2022
Whistleblowing session	Whistleblowing training session for all staff	2 times/ year by December 2022
Development of Human Resources Management (HRM) system	Launch investigation and development of a smart IT tool in the agency	Development to take place in 2022-2023. Launch in 2023.
360° appraisal of all EISMEA managers	Launch first batch of 360° appraisals	December 2022
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 corresponding to the harmonised approach agreed among EAs end 2021. + 90% of job holder objectives updated.	December 2022
PROMOTING GENDER BALANCE		
Performance management: Agency will roll out a full women talent programme (WTP)	Inter-Agency programme is available for EISMEA staff	2022 edition of WTP to be launched by November 2022

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 2021

Baseline (2021)	Target (2022)
1,5%	< 2% of relevant expenditure

Main outputs in 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure (HE and SMP) remains as close as possible to 2% (H2020)
	Estimated risk at closure	remains < 2 % of relevant expenditure (HE and SMP) remains: as close as possible to 2% (H2020)
	Threshold of administrative budget error set at 0,5%	Administrative budget error below 0,5%
Efficient controls	Budget execution Time to pay	remains 100% of payment appropriations on time remains 99% of total amount paid
Economical controls	Overall estimated cost of controls	remains under 4% of funds managed
Implementation of annual audit plan for non H2020 programmes	Total number of audits to be closed within the year[18]	COSME EEN: 2 COSME Actions: 7 Consumer Programme: 9

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[18] on-going audits contracted in 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[19] of fraud		
Indicator: Implementation of the actions included in the agency's anti-fraud strategy over the strategy's lifecycle		
Source of data: EISMEA Annual Activity Report, EISMEA anti-fraud strategy, OLAF reporting		
Baseline	**Interim milestone**	**Target**
2021 (year preceding the strategy's adoption)	2022 (December)	2025
0% of action points implemented	20%	100% of action points implemented in time

Main outputs in 2022:		
Output	**Indicator**	**Target**
Anti-fraud awareness training sessions	Number of training sessions organised within the year	twice per year – as per EISMEA's anti-fraud strategy
Reports on the state of play of the implementation of the Anti-fraud Strategy	Reporting to management on the state of play of implementation of the action plan included in the AFS	twice per year – as per EISMEA's anti-fraud strategy
Reports to OLAF on implementation of recommendations following OLAF cases	Reporting on the implementation of recommendations issued by OLAF following their investigations	On a case by case basis (max. 6 months after the issuance of OLAF report) + upon request by OLAF on the implementation (usually once per year) – as per EISMEA's anti-fraud strategy and the working practices of OLAF

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[19] 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[20]

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 for which corporate principles for data governance have been implemented

Source of data: EISMEA

Baseline	Interim milestone (2022)	Target (2024)
A data inventory will be realised by EISMEA in 2022 on the basis of which a realistic indicator will be set in 2022.	50%	80%

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

Source of data: DPO and HR

Baseline (2018)	Interim milestone (2022)	Target (2024)
40%[21]	95% of staff in post for 6 months or longer	100% of staff in post for 6 months or longer

Main outputs in 2022:

Output	Indicator	Target
Development of AI platform and marketplace for EIC applications and information sharing.	Procurement done in time to ensure business continuity.	Procurement procedure completed by end 2022.
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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[20] 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.

[21] 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 2022:		
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..	Number or % of staff informed Number of actions % reduction	Address all staff 1 Reduce paper consumption (10%) *compared with previous year*
Participation in the end of the year energy saving action, by closing down EA's buildings during the Christmas and New Year's holiday period. , Number of buildings participating , % of DG buildings participating	Number of. new actions introduced	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.	Number of VC meeting rooms	8
Staff awareness on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of events organised	2
III. Reducing and managing waste		
Implement the EC Guidelines for sustainable meetings and events, e.g. reduce/eliminate single-use plastics, gadgets/gifts	Number of. events	100% of events following guidelines
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 Number of actions Number or % of staff informed	Address all staff 100% of "green" items ordered 100%

ANNEX 2: Resources: staff and budget

A. Administrative budget

EISMEA Operating Budget 2022	Title 1 (EUR million)				Title 2 (EUR million)				Title 3 (EUR million)				TOTAL				Grand Total
	EU budget (C1)	EU budget (NGEU)	EFTA/ EEA	Third countries contrib.	EU budget (C1)	EU budget (NGEU)	EFTA/ EEA	Third countries contrib.	EU budget (C1)	EU budget (NGEU)	EFTA/ EEA	Third countries contrib.	EU budget (C1)	EU budget (NGEU)	EFTA/ EEA	Third countries contrib.	
Horizon Europe, Pillar III																	
European Innovation Council (EIC) European Innovation Ecosystems (EIE)	21,398	4,977	0,724	0,000	3,732	0,868	0,126		1,303	0,303	0,044		26,433	6,148	0,895	0,000	33,476
Subtotal	**21,398**	**4,977**	**0,724**	**0,000**	**3,732**	**0,868**	**0,126**	**0,000**	**1,303**	**0,303**	**0,044**	**0,000**	**26,433**	**6,148**	**0,895**	**0,000**	**33,476**
Single Market Programme																	
SME Pillar	6,363		0,186		1,110		0,032		0,387		0,011		7,860	0,000	0,229	0,000	8,089
Internal Market and support to Standardisation	1,340		0,039		0,234		0,007		0,082		0,002		1,655	0,000	0,048	0,000	1,704
Consumers	0,914		0,027		0,159		0,005		0,056		0,002		1,129	0,000	0,033	0,000	1,162
Subtotal	**8,617**	**0,000**	**0,251**	**0,000**	**1,503**	**0,000**	**0,044**	**0,000**	**0,525**	**0,000**	**0,015**	**0,000**	**10,644**	**0,000**	**0,310**	**0,000**	**10,954**
European Regional Development Fund																	
Interregional Innovation Investments	0,732				0,128				0,045				0,905	0,000	0,000	0,000	0,905
Subtotal	**0,732**	**0,000**	**0,000**	**0,000**	**0,128**	**0,000**	**0,000**	**0,000**	**0,045**	**0,000**	**0,000**	**0,000**	**0,905**	**0,000**	**0,000**	**0,000**	**0,905**
Total per source of financing within each Title	**30,747**	**4,977**	**0,976**	**0,000**	**5,362**	**0,868**	**0,170**	**0,000**	**1,872**	**0,303**	**0,059**	**0,000**	**37,982**	**6,148**	**1,205**	**0,000**	**45,335**
Total per Budget Title	**36,700**				**6,400**				**2,235**				**45,335**				**45,335**

B. Human resources

Programmes	Staff (EU budget)							Staff from other fund sources				Total
			TAs	Of which seconded officials	CAs	SNEs	Total staff EU budget	EFTA/ EEA	Third countries contrib.	Next Generation EU		
										TA	CA	
Horizon Europe, Pillar III												
European Innovation Council (EIC) : *DG RTD*	282		74	25[22]	163	2	239		5	11	32	282
Subtotal operational staff	195	69%										
Subtotal management & admin support staff	87	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												
SME pillar : *DG GROW*	100		25	5	75		100					100
Subtotal operational staff	63	63%										
Subtotal management & admin support staff	37	37%										

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[22] Of which four are seconded from DG CNECT

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	0											
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	**423**		**107**	**38**	**271**	**2**	**380**			**11**	**32**	**423**
Subtotal operational staff	**294**	**69.5%**										
Subtotal management & admin support staff	**129**	**30.5%**										

The number of contract agents financed from participation of candidate countries and/or third countries can be increased to 13 in 2022 following the new decision of the EISMEA Steering Committee

C. Delegated operational appropriations

EISMEA OPERATIONAL BUDGET 2022		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									
01.020301	European Innovation Council (EIC)	1.147.747.786	436.816.081	39.138.727	**1.623.702.594**	537.968.503	233.159.022	29.655.541	**800.783.066**
01.020302	European Innovation Ecosystems (EIE)	76.496.445	0	1.639.157	**78.135.602**	35.064.344	0	866.089	**35.930.433**
Subtotal Horizon Europe		**1.224.244.231**	**436.816.081**	**40.777.884**	**1.701.838.196**	**573.032.847**	**233.159.022**	**30.521.630**	**836.713.499**
Single Market Programme (SMP)									
03.020101	Internal Market	0	0	0	**0**	0	0	0	**0**
03.020107	Market Surveillance	4.877.573	0	122.427	**5.000.000**	2.788.500	0	0	**2.788.500**
03.020200	SME Pillar	135.215.810	0	3.500.000	**138.715.810**	67.355.098	0	1.690.613	**69.045.711**
03.020301	Support to Standardisation	16.076.000	0	0	**16.076.000**	15.025.034	0	0	**15.025.034**
03.020401	Consumers	13.000.000	0	589.850	**13.589.850**	8.297.178	0	0	**8.297.178**
Subtotal SMP		**169.169.383**	**0**	**4.212.277**	**173.381.660**	**93.465.810**	**0**	**1.690.613**	**95.156.423**
European Regional Development Fund (ERDF)									
05.020100.08	Inter-regional Innovation Investments	77.316.583	0	0	**77.316.583**	53.060.400	0	0	**53.060.400**
Subtotal ERDF		**77.316.583**	**0**	**0**	**77.316.583**	**53.060.400**	**0**	**0**	**53.060.400**
Pilot Projects / Preparatory Actions									
01.200100.P012105	European entrepreneurial E-learning platform helping SMEs to adapt to the current context	890.500	0	0	**890.500**	0	0	0	**0**
03.200100.P032002	Assessing the challenges and opportunities for market surveillance activities	0	0	0	**0**	0	0	0	**0**
03.200100.A032201	Analysis of life-cycle GHG emissions of EU buildings	0	0	0	**0**	0	0	0	**0**
Subtotal		**890.500**	**0**	**0**	**890.500**	**0**	**0**	**0**	**0**
Completion - Legacy									
01.029901	Completion - H2020	p.m.	-	-	**p.m.**	368.264.620	0	8.721.489	**376.986.109**
02.029901	Completion - Improving access to finance SME	p.m.	-	-	**p.m.**	175.000	0	0	**175.000**
03.029901	Completion - COSME	p.m.	-	-	**p.m.**	53.458.141	0	81.720	**53.539.861**
03.029903	Completion - Consumers	p.m.	-	-	**p.m.**	6.457.686	0	146.589	**6.604.275**
03.029904	Completion - Standardisation	p.m.	-	-	**p.m.**	7.967.248	0	215.116	**8.182.363**
03.029905	Completion - Internal market	p.m.	-	-	**p.m.**	0	0	0	**0**
Subtotal Completion		**p.m.**	**-**	**-**	**p.m.**	**436.322.695**	**0**	**9.164.914**	**445.487.609**
Total of the operational budget managed by the Executive Agency:		**1.471.620.697**	**436.816.081**	**44.990.161**	**1.953.426.939**	**1.155.881.751**	**233.159.022**	**41.377.157**	**1.430.417.930**

ANNEX 3 Call Planning Tables[23]

European Innovation Council					
Planning calls for proposals 2022:					
Call title	**Call identifier**			**Publication date**	**Closing date**
EIC Pathfinder Open 2022	HORIZON-EIC-2022-PATHFINDEROPEN-01			01-03-22	04-05-22
EIC Pathfinder Challenges 2022	HORIZON-EIC-2022-PATHFINDERCHALLENGE-01			15-06-22	19-10-22
EIC Transition Open 2022	HORIZON-EIC-2022-TRANSITIONOPEN-01			01-03-22	04-05-22 28-09-22
EIC Transition Challenges 2022	HORIZON-EIC-2022-TRANSITIONCHALLENGE-01			01-03-22	04-05-22 28-09-22
EIC Transition Challenges 2022	HORIZON-EIC-2022-TRANSITIONCHALLENGE-02			01-03-22	04-05-22 28-09-22
EIC Transition Challenges 2022	HORIZON-EIC-2022-TRANSITIONCHALLENGE-03			01-03-22	04-05-22 28-09-22
EIC Accelerator 2022	HORIZON-EIC-2022-ACCELERATOR-01	EIC Accelerator Open	HORIZON-EIC-2022-ACCELERATOROPEN-01	09-02-22	23-03-22
		EIC Accelerator Challenge: Technologies for Open Strategic Autonomy	HORIZON-EIC-2022-ACCELERATORCHALLENGES-01		15-06-22
		EIC Accelerator Challenge: Technologies for 'Fit for 55'	HORIZON-EIC-2022-ACCELERATORCHALLENGES-02		05-10-22

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

EIC Prizes

Planning calls for proposals 2022:

Call title	Call identifier	Publication date	Closing date
EU Prize for Women Innovators	HORIZON-EIC-2022-WomenInnovatorsPrize	8/03/2022	18/08/2022
The European Capital of Innovation Awards (iCapital)	HORIZON-EIC-2022-iCapitalPrize	03/03/2022	30/06/2022
The European Innovation Procurement Awards	HORIZON-EIC-2022-InnovationProcurementAwardsPrize	22/03/2022	22/06/2022
The European Social innovation competition: challenge prize	HORIZON-EIC-2022-SocialInnovation	8/04/2022	17/05/2022
The European Social innovation competition: impact prize	HORIZON-EIC-2022-SocialInnovation	12/05/2022	24/05/2022

European Innovation Ecosystems and EIC (Startup Europe)

Planning calls for proposals 2022:

Call title	Call identifier	Publication date	Closing date
Towards more inclusive networks and initiatives in European innovation ecosystems	HORIZON-EIE-2022-CONNECT-01-01	11/01/2022	26/04/2022

Integration of social innovation actors in innovation ecosystems	HORIZON-EIE-2022-CONNECT-01-02	11/01/2022	26/04/2022
Expanding Entrepreneurial Ecosystem	HORIZON-EIE-2022-SCALEUP-01-01	25/01/2022	10/05/2022
Implementing co-funded action plans for interconnection of innovation ecosystems	HORIZON-EIE-2022-CONNECT-02-01	14/06/2022	27/09/2022
Stimulating innovation procurement	HORIZON-EIE-2022-CONNECT-02-02	14/06/2022	27/09/2022
Expanding Investments Ecosystems	HORIZON-EIE-2022-SCALEUP-02-01	21/06/2022	4/10/2022
Enhancing synergies between the EIC and Startup Europe	HORIZON-EIC-2022-STARTUPEU-01-01	01/06/2022	17/11/2022

SMP / CONSUMER PILLAR			
Planning calls for proposals 2022:			
Call title	**Call identifier**	**Publication /opening date**	**Closing date**
ECC Designation procedure	n/a	May 2022	November 2022/December 2022
BEUC operating grant	SMP-CONS-2023-EU-ORG-OG-IBA	13/04/2022	21/06/2022
Grants to ADRs	SMP-CONS-2022-ADR	13/04/2022	05/07/2022
CPC grants	SMP-CONS-2021-CPC	13/04/2022	05.07.2022
Presidency grant I	SMP-CONS-2022-PSY-1-IBA	Tbc June 2022	Tbc July 2022

Presidency grant II	SMP-CONS-2022-PSY-2-IBA	Tbc November 2022	Tbc December 2022
Planning calls for tender 2022:			
Call title	**Call identifier**	**Publication date**	**Closing date**
JOINT ACTIONS (CASP): CASP 2023		Tbc November 2022	Tbc January 2024
Consumer Law Ready		tbc	tbc
Workshops on local advice to consumers		September 2022	October 2022
E-Enforcement Academy: Service contract to support a CPC/GPSD enforcement Academy - 2nd phase		Not applicable	September 2022 (signature of the 2nd phase)
Content update of Consumer and marketing law database		To be confirmed if it will be implemented by EISMEA	
Study on improving product traceability		Q4 2022	
Study on the support of the adoption of the GPSR		Q4 2022	
Consumer Survey 2022 (under cascade FWC) (Eurobarometer)		End of August 2022/beginning of September 2022	September 2022
Consumer Summit (under cascade FWC)		October 2022	November 2022
FWC on Studies and Assessments		June 2022	September 2022

SMP / SME PILLAR

Planning calls for proposals 2021-22:			
Call title	**Call identifier**	**Publication date**	**Closing date**
SME friendly training for Central Purchasing Bodies (CPS)	GRO/SME/21/12063	23/02/2022	18/05/2022
Public procurement of Innovation development	GRO/SME/21/12064	27/01/2022	03/05/2022
Social Economy and local green deals supporting SMEs to become more resilient	GRO/SME/21/12085	16/09/2022	24/11/2022
Erasmus for Young Entrepreneurs	GRO/SME/21/12196	16/03/2022	08/06/2022
EU SME Centre in China – phase IV 1	GRO/SME/21/12197	26/01/2022	15/03/2022
Call title	**Call identifier**	**Publication date**	**Closing date**
Pact for Skills 2021-2022	GRO/SME/21/12083	May 2022	tbc
Cybertheft of trade secrets: awareness toolkit for SMEs and the research community	GRO/SME/21/12088	27/04/ 2022	tbc
Support of the digitalisation of the built environment, public procurement and SMEs in construction	GRO/SME/21/12115	May 2022	tbc
SME Policy - Late Payment	GRO/SME/21/12257	June 2022	tbc
Crisis management and governance in tourism	GRO/SME/21/12737	May 2022	tbc

Planning calls for proposals 2022:			
Call title	**Call identifier**	**Publication date**	**Closing date**
Enterprise Europe Network (EEN) Annual conference	GRO/SME/22/12520	03/03/2022	20/04/2022

EU-Japan Center for Industrial Co-operation	GRO/SME/22/12873	02/03/2022	29/03/2022
Enterprise Europe Network (merged with action WP 2021)	GRO/SME/22/12518	n.a.	n.a.
Erasmus for Young Entrepreneurs (merged with action WP 2021)	GRO/SME/22/12521	n.a.	n.a.
Joint Cluster Initiatives (merged with action WP 2021)	GRO/SME/22/12734	n.a.	n.a.
Sustainable growth and building resilience in tourism – empowering SMEs to carry out the twin transition	GRO/SME/22/12745	n.a	n.a
Greening SMEs in the proximity and social economy ecosystem through transnational co-operation	GRO/SME/22/13028	28/09/2022	
Planning procurements 2022:			
Call title	**Call identifier**	**Publication date**	**Closing date**
EEN budget for Enterprise Europe Network animation	GRO/SME/22/12519		
European Construction Sector Observatory	GRO/SME/22/12545	July 2022	Q4 2022
Erasmus for Young Entrepreneurs – Support office	GRO/SME/22/12551	Renewal in Q4 2022	
SME Strategy follow-up: Late payment observatory	GRO/SME/22/12620		
SME Assembly	GRO/SME/22/12630		
Training programme for SOLVIT centres	GRO/SME/22/12683		

International Intellectual property SME Helpdesks (at least China, India, Latin America and South-East Asia)	GRO/SME/22/12712	May 2022	Q3 2022
Socially responsible public procurement	GRO/SME/22/12725	November 2022	
Improving the socio-economic knowledge of the proximity and social economy ecosystem	GRO/SME/22/12728	Q3/Q4 2022	
Setting up of a Big Public Buyers collaboration network for strategic public procurement	GRO/SME/22/13033	June 2022	Q3 2022
Intelligent Cities Challenge Initiative	GRO/SME/22/12731	renewal	
Implementation of Pact for Skills	GRO/SME/22/12733	Q4 2022	
Late Payment - pilot action on alternative dispute resolution (ADR)	GRO/SME/22/12768		
Events & Technical assistance in the field of Tourism	GRO/SME/22/12848		
Setting up of a Big Public Buyers collaboration network for strategic public procurement	GRO/SME/22/13033	June 2022	
European portal to provide integrated support for tourism SMEs and stakeholders	GRO/SME/22/13034	Q2 2022	Q3 2022

SMP /INTERNAL MARKET STANDARDISATION

Planning calls for proposals 2022:

Call title	Call identifier	Publication date	Closing date
1. Joint Actions Market Surveillance	SMP-IMA-2021-2-JA-2731-12302	01/04/2022	15/06/2022
2a. Action grants to CEN, CENELEC and ETSI – 1st call	SMP-STAND-2022-ESOS-01-IBA	08/03/2022	05/05/2022
2b. Action grants to CEN, CENELEC and ETSI – 2nd call	SMP-STAND-2022-ESOS-02-IBA	30/06/2022	31/08/2022
3. Support to (4)organisations representing societal stakeholders in European standardisation activities via operating and action grants	SMP-STAND-2022-ANNEXIII-xx-IBA	30/06/2022	31/08/2022

Planning calls for tender 2022:

Call title	Call identifier	Publication date	Closing date
1. Support to joint actions and capacity building	SMP/IMA/22/2723/12556	TBC – depending on the availability of the CASP FWC	

Interregional Innovation Investments (I3)

Planning calls for proposals 2022:

Call title	Call identifier	Publication date	Closing date
ERDF-I3-2021 – INV 1 Strand 1	ERDF-I3-2021 –INV1	23/11/2021	1st Cut-off: 22/02/2022 2nd Cut-off: 18/10/2022
ERDF-I3-2021-(Strand-2a)	ERDF-I3-2021-INV2a	23/11/2021	1st Cut-off: 22/02/2022 2nd Cut-off: 18/10/2022

ERDF-I3-2022 (Strand-2b)		TBC December 2022	