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ANNEX

ANNEX

to the

COMMISSION DECISION

**approving the work programme 2021 of the European Climate, Infrastructure and
Environment Executive Agency**

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MESSAGE FROM THE DIRECTOR

2021 will be the first year of existence for the Climate, Infrastructure and Environment Executive Agency (CINEA) when both its robustness and ability to adapt will be tested. Following the reorganisation of executive agencies linked to the 2021-2027 financial framework, CINEA will become the successor of parts of the ex-INEA and ex-EASME agencies and will start its new mandate¹ with a portfolio of programmes that will contribute to the European Green Deal.

CINEA

The continuously growing mandate reflects the trust of the Commission Services to the way the Agency performs its tasks and achieves its objectives.

In 2021, CINEA will demonstrate once more its abilities to contribute to the Commission's general objectives as well as to the specific objectives of its seven parent Directorates-General.

In this crucial year, the Agency will leverage on its greatest asset – its staff. Along with the expansion of its portfolio, CINEA will welcome more than 150 colleagues from the ex-EASME agency as well as more than 300 colleagues from the ex-INEA. In this relation, the Agency will work towards shaping the new organisation based on enhanced cooperation, harmonisation, high professionalism and great team spirit. Furthermore, CINEA will monitor closely any workload issues through a bi-annual assessment of the available resources

¹ Start date of the new mandate 1 April 2021.

allowing for reallocation of staff between programmes whenever needed and in agreement with the Agency's Steering Committee.

The COVID-19 pandemic highlighted the importance of adaptability and the need for up-to-date working methods. In that context, CINEA will continue to adopt different forms of digital collaboration in order to deliver high-quality programme management services to its stakeholders.

Additional challenges will be faced in relation to the simultaneous implementation of both legacy and new programmes that will be governed by different legal bases and, in some cases, will be managed through different IT tools. However, building on the long-lasting experience of its predecessors CINEA will organise the successful integration of the new programmes delivering high quality contribution to its parent DGs' and EC objectives.

Finally, the Agency will place great emphasis on providing valuable feedback to policy and enhancing synergies within or between its delegated programmes. CINEA will undertake series of discussions towards enriching its working practices keeping informed its parent DGs on the progress of this process. The Agency will aim at the effective sharing of knowledge acquired from the management of projects both within the Agency and with its parent DGs.

Dirk Beckers, Director

PART 1. MISSION STATEMENT

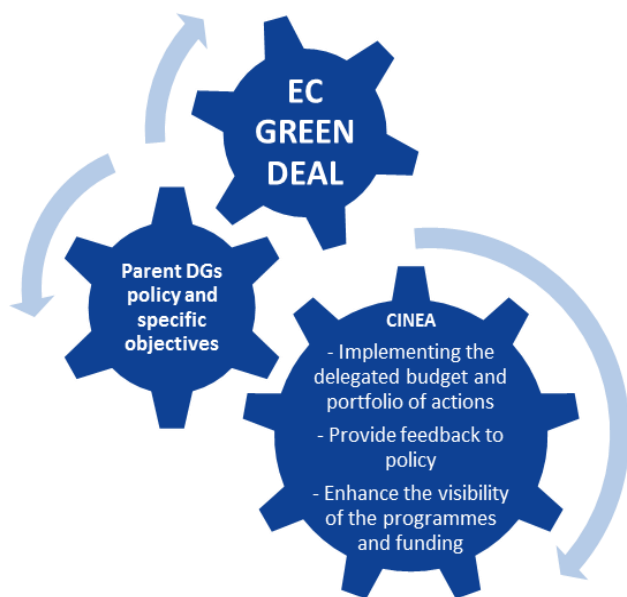
The European Climate, Infrastructure and Environment Executive Agency plays a crucial role in delivering the European Green Deal, one of the main priorities of the European Commission (2019-2024). CINEA is responsible for the entire grant management cycle of its

CINEA's mission is to support its stakeholders in delivering the European Green Deal through high-quality programme management that helps to implement projects contributing to decarbonisation and sustainable growth

delegated programmes with thematic focus on climate action, environment, biodiversity, clean energy, research and innovation as well as mobility, sustainable networks and investments. Through the successful management of its portfolio of actions, CINEA contributes to transforming the EU into a fair and prosperous society, with a modern, sustainable, resource-efficient and competitive economy.

The Agency's main activities in delivering tangible results are:

The Agency's main activities in delivering tangible results are:



- Selection for funding of the best proposals following the principles of transparency, objectivity and equal treatment;
- Close monitoring of the project portfolio, including mitigation of potential risks;
- Dissemination of project results, success stories and advertisement of the funding opportunities;
- Identification of potential synergies between sectors and programmes;
- Provision of the Commission's services with timely and comprehensive information in support of their policy –

making activities.

As outlined further down this document, CINEA contributes to the specific objectives of its seven parent DGs:



PART 2. KEY PERFORMANCE INDICATORS

CINEA will use a diversified performance framework combining both process and result oriented indicators². These indicators will allow the Agency to monitor its performance in a systematic manner and, on that basis, to establish improvement priorities whenever necessary.

CINEA has identified three main performance objectives reflecting the Agency's core activities:

- High quality programme implementation through the efficient and sound management of the delegated budget
- High quality services provided to the Agency's beneficiaries
- Increased visibility of the delegated programmes

The high quality programme implementation is measured by the execution of the delegated yearly budget and the number of grant agreements (GAs) and payments proceeded on time. In addition, a low overall risk amount at closure should affirm that the Agency maintains robust controls throughout all phases of the project implementation, and in particular during the final payment stage.

CINEA places great emphasis on the support provided to its beneficiaries and will measure its performance in this area through a targeted survey that will be carried out every two years (first one in 2022). This will allow the Agency to receive a first-hand feedback on the success of its operational activities and will help aligning daily work to the Agency's performance objective. In addition, the survey will be complemented by the percentage of proposals upheld by the Redress Evaluation Committee³ which is an indicator for the quality of the evaluation process implemented by the Agency.

The increased visibility of the delegated programmes is measured through the registered total potential reach via all communication channels. This indicator reflects the Agency's efforts in increasing the publicity of its delegated programmes by promoting the available EU funding and by providing real life examples of what the funds achieve via the programmes and projects. This activity has a twofold importance - on the one hand, it ensures a broader dissemination of the available funding opportunities whilst on the other hand, it contributes to achieving a more positive public perception of the EU.

² This diversified framework addresses one of the recommendations made by the CoA following INEA's Performance audit, namely that 'The Commission and INEA should make use of more results-oriented goals and indicators'.

³ It should be noted that this measurement will be undertaken only for the programmes which have an established redress procedure.

| Objective | Key performance indicator | Measurement | Target |
|--|-------------------------------------|---|---|
| HIGH QUALITY PROGRAMME IMPLEMENTATION THROUGH THE EFFICIENT AND SOUND FINANCIAL MANAGEMENT OF THE DELEGATED BUDGET | Effective budget execution | <ul style="list-style-type: none"> ➤ Individualisation of Global commitment ➤ Payment appropriations (C1, C5, E0) | 100% |
| | Timeliness of the operations | <ul style="list-style-type: none"> ➤ Timely payments (amounts) ➤ Grant agreements signed on time | 100% >98% of the grants signed on time |
| | Robustness of controls | <ul style="list-style-type: none"> ➤ Overall risk at amount closure | <2% |
| HIGH QUALITY SERVICES PROVIDED TO THE AGENCY STAKEHOLDERS | Quality services | <ul style="list-style-type: none"> ➤ Targeted satisfaction survey to the Agency's beneficiaries (conducted every 2 years) ➤ Evaluation review cases (HE&LIFE&IF) upheld by the Redress Evaluation Committee | > 90% <1% of the proposals evaluated |
| INCREASED VISIBILITY OF THE DELEGATED PROGRAMM FS | Communication outreach | <ul style="list-style-type: none"> ➤ Total potential reach via all communication channels | ≥ 10 million |

PART 3. DELIVERING ON THE COMMISSION'S PRIORITIES: MAIN OUTPUTS FOR THE YEAR

CINEA's Annual Work Programme reflects its new mandate but also makes reference to the activities of its predecessor agencies based on the input provided by both INEA and EASME. The document describes all activities planned as of the beginning of the year, including both legacy and new programmes. For the latter, the activities will start subject to and as from the date of entry into force of each of the new programmes⁴.

Through the sound and cost-efficient management of its portfolio of projects and activities such as communication and feedback to policy, CINEA contributes to the specific objectives of its parent DGs that ultimately contribute to the Green Deal objective of the European Commission. To this end, the Agency will also work towards boosting the efficient use of resources in order to move to a clean, circular economy as well as to restore biodiversity and cut pollution. By the implementation of its delegated programmes, such as Horizon Europe, LIFE, and CEF among others, the Agency will contribute to the establishment of the EC climate and biodiversity mainstreaming. More information on the concrete actions can be found in the different programmes sections.

3.1 Connecting Europe Facility (CEF)

While the predecessor INEA has managed all three CEF sectors (transport, energy and telecommunications) under the previous MFF, CINEA will focus on transport and energy, while the Health and Digital Executive Agency will implement CEF Digital during the new programming period.

3.1.1 CEF Transport

CEF Transport aims at contributing to the completion of both layers of the TEN-T: the strategic backbone (the core network) by 2030 and its more extensive layer (the comprehensive network) by 2050. The programme focuses on projects of high European added value and catalyses investments towards actions with a cross-border impact and European-wide interoperable systems and services.

CINEA will contribute to the achievement of the European Green Deal objective for a 90% reduction in greenhouse gas emissions from transport, in order for the EU to become a climate-neutral economy by 2050, while also working towards a zero-pollution ambition. To achieve this systemic change, in line with the Sustainable and Smart Mobility Strategy, the aim is to make all transport modes more sustainable, make sustainable alternatives

⁴ As provided in Article 6(1) and (8) of Implementing Decision (EU) 2021/173 and Article 4(1) of Decision C(2021)947 final, the Agency is to exercise the tasks linked to the implementation of the programmes delegated to it subject to and from the date of entry into force of those programmes.

widely available in a multimodal transport system and put in place the right incentives to drive the transition. This implies measures to significantly reduce the current dependence on fossil fuels; decisive action to shift more activity towards more sustainable transport modes; and internalisation of external costs.

CINEA will contribute to the achievement of the CEF Transport programme's objectives through the launch of calls, managing the implementation of the selected actions and providing policy feedback to the respective parent DG. More details on the outputs planned for 2021 can be found in [Performance Table 1](#).

Call management and contracting

In the first half of the year, the Agency will evaluate the proposals submitted under the 2020 CEF Transport call related to studies for pre-identified sections on the core-network under the General and the Cohesion envelopes and will sign the relevant individual grant agreements before end of 2021.

For the CEF 2019 Blending Facility call, targeting European Rail Traffic Management Systems (ERTMS) and alternative fuels, the Agency will support the evaluation process of the last cut-off date/s and sign the relevant grant agreements. A specific objective of the call is to increase, as a complement to the traditional grants, through blending, the participation of private sector investment in the financing of TEN-T projects.

In parallel, CINEA will contribute to the preparation by DG MOVE of the work programme for CEF2 and to the preparations of the first CEF2 call in 2021 (expected to be launched in September 2021).

Project portfolio management

It is anticipated that at the beginning of 2021 there will be around 740 ongoing CEF Transport actions. As regards the Programme Support Actions (PSA), the Agency will continue to support the Member States and the EU rail freight corridors. By 31/03/2021, actions will submit their Action Status Reports (ASRs), many of which are expected to be accompanied by a request for further pre-financing payment. Whenever appropriate, amendments to, or termination of, ongoing grant agreements will be processed in line with the existing rules and practices. An increasing number of actions are coming to an end in 2021 while others are continuing and will submit requests for interim payments.

Most important external communication actions

To enhance the visibility of the CEF Transport programme, the Agency plans a number of publications such as brochures on Intelligent Transport Systems (ITS) and Alternative fuels, as well as supporting private investment for the completion of TEN-T. CINEA will organise events to promote its project portfolio and calls including info days, and workshops on ERTMS, CEF success stories, the transition to CEF2, and in the context of the European Year of Rail, a workshop dedicated to CEF's contribution to the rail sector. Finally, CINEA will

support its parent DG in the organisation of events such as the TEN-T Days (under a new format) and Digital Transport Days, and promote the programme at various other external events like the World ATM Congress and the ITS Congress.

3.1.2 CEF Energy

CEF Energy aims to support projects of common interest (PCIs) within the framework of the trans-European energy networks (TEN-E) policy as well as cross-border projects in the field of renewable energy. More specifically, it contributes to completing the trans-European energy networks through the development of projects of common interest. The PCIs relate to further integration of the internal energy market and interoperability of networks across borders and sectors with focus on sustainable development, decarbonisation and security of the energy supply. Given the key enabling role of energy infrastructure in realising the European Green Deal, the CEF Energy programme will contribute to the objectives of the Paris Agreement as well as the 2030 energy, climate and long-term decarbonisation objectives. Under the MFF 2021-2027, CEF Energy will include a new window for projects in the field of renewable energy to facilitate cross-border cooperation in the field of renewable energy.

By the efficient management of its CEF Energy portfolio of actions, CINEA will contribute to the achievement of the programme's objectives, through the launch of calls, managing the implementation of the selected actions and providing policy feedback to DG ENER. More details on the outputs planned for 2021 can be found in [Performance Table 2](#).

Call management and contracting

CINEA will assist DG ENER in the preparation of the first CEF Energy multi-annual work programme for the period 2021-2023. It is expected that in 2021 the Agency will open at least one call for proposals for PCIs (for studies and works) as well as one call for proposals for preparatory studies with the objective of developing and identifying cross-border projects in the field of renewable energies. The call for proposals for PCIs will be published under the fourth PCIs list. Subsequently, CINEA will inform successful and unsuccessful applicants and will prepare and sign the relevant individual grant agreements within the timeframe provided, depending on the exact timelines of the calls.

Project portfolio management

The Agency will continue to monitor the project portfolio of CEF Energy (legacy) actions through regular interaction with the beneficiaries. It is expected that CINEA will receive and review the associated Action Status Reports (ASRs) due by March and will duly process any requests for further pre-financing and/or interim payments. Amendments to ongoing grant agreements will be signed whenever justified. The exercise will aim at ensuring the smooth implementation of the projects and at taking appropriate mitigating measures linked to the

future implementation of the projects. The Agency estimates that 25 actions will be closed throughout 2021.

Most important external communication actions

CINEA plans to produce an update of the CEF Energy Supported Actions brochure as well as a leaflet on cross border renewables projects window under CEF Energy. The Agency will organise info days/stakeholder events to promote the 2021 calls for proposals. Finally, CINEA will support its parent DG in the organisation of the PCI Energy Days, and promote the programme at other external events like the Energy Infrastructure Forum.

3.1.3 Feedback to policy CEF

Feedback to policy CEF Transport

In 2021, the feedback to policy will be taking place at several levels. On one hand, the Agency will provide policy feedback to strategic planning and policy making activities through participation and contributions to the implementation of CEF2 and the revision of the TEN-T regulation. On the other hand, CINEA will continue to provide input, data and analysis to briefings and speeches of the Commissioner and the DG.

The Agency will provide input to CEF work programmes and will participate in working groups and working level meetings in DG MOVE (such as the ERTMS Policy Board). CINEA will continue to provide support to the European Coordinators in their work.

In terms of reporting, CINEA will continue to provide regular reports to DG MOVE based on information from proposals and actions such as country fiches and core network corridor reports, where necessary, which are also published on the Agency's website.

Feedback to policy CEF Energy

CINEA will support DG ENER in the monitoring of the CEF funded actions through the PCI Progress Watch tool, the database under development by the Agency for the Cooperation of Energy Regulators (ACER), and the updates of the Transparency Platform. In particular, CINEA will supply information for the monitoring exercise of the fourth PCIs list which will take place in 2021 under the lead of DG ENER and will support the selection process for the fifth PCI list. In addition, the Agency will support DG ENER in the preparation of the first list of cross-border renewable projects. Moreover, CINEA will improve further the Transparency Platform in particular as regards agreed programme performance output indicators for CEF2. CINEA will continue to provide DG ENER with input for policy-making by submitting regular reports and will continue to contribute to the Regional group meetings established under the TEN-E policy, as well as to the relevant meetings of the related High-level groups for energy infrastructure through the provision of updated information on the status of the PCIs and the CEF Energy funded actions. Furthermore, CINEA will provide

feedback to parent DGs from hydrogen infrastructure projects under CEF Energy to allow optimal coordination and cooperation with the Mission Innovation Hydrogen Challenge and the proposed Mission on Hydrogen.

In view of potential synergies between programmes, CINEA will provide feedback to other parent DGs on projects supported under the CEF Energy programme when relevant and requested and according to the information already provided to the delegating parent DG(s).

3.1.4 Support as regard economic and financial aspects of projects

For CEF Transport, CINEA intends to propose a simplified Cost-benefit analysis ('CBA') tool that could, for a number of priorities, replace the full-fledged CBA. In line with the Agency's parent DGs' simplification objectives, the implementation of this tool, as well as further development of CBA guidance, envisage to make the submission of project proposals to CEF calls more straightforward for certain priorities.

Furthermore, CINEA will issue guidance in relation to the evaluation of military mobility benefits and climate resilience aspects. For alternative fuels, the Agency will contribute to the design of the Alternative Fuel Infrastructure Facility, which combines grants with other sources of funding, taking into account the new policy objectives and the lessons learnt from the Blending Facility call implemented under the previous multi-annual financial framework.

Finally, CINEA will support DG ENER by contributing upon request to the specification of the CBA required in the context of the Cross Border renewable energy window of CEF 2.

3.2 Renewable Energy Financing Mechanism (REFM)

CINEA will contribute to the achievement of the main objective of the REFM which is to enable Member States to work more closely together to achieve their individual and collective renewable energy targets. As a result, it will facilitate a more cost-effective deployment of renewables across the EU in areas that are better suited for it in terms of geography and natural resources.

More details on the outputs planned for 2021 can be found in [Performance Table 3](#).

Call management and contracting

In the third quarter of 2021, the Agency expects to launch the first call for proposals open to project promoters on the basis of the results of the preliminary call for expression of interest for Member States (provisionally expected for the first quarter of 2021). The

available budget for the call, the type of support, and other main elements of the call design will be established in accordance with the results from the call for expression of interest. It is expected that the 2021 call for proposals will serve the 'gap filling' function of the Mechanism (e.g. to support Member States to reach the 2020 renewable energy targets) providing targeted investment support to beneficiaries (i.e. support for building renewable capacity in megawatt). The Agency will start the evaluation of proposals and will support DG ENER with the selection. The grant agreement preparation will depend on the exact timeline of the call and will be finalised in 2022.

Feedback to policy

Throughout 2021, and prior to the launch of the first call under the instrument, the Agency will work closely with DG ENER for the design of the REFM, aiming to maximise the instrument's attractiveness for promoters as well as its practical implementation. More concrete feedback to policy will be provided once the first projects will start to be implemented.

Most important external communication actions

To enhance the visibility of the Renewable Energy Financing Mechanism, CINEA plans to produce a dedicated publication in 2021. The Agency will also organise an info day/stakeholder event to promote the mechanism and will support its parent DG in the organisation of a high-level conference in the second half of the year, as well as promoting other conferences and working groups of the Energy Union Committee.

3.3 Just Transition Mechanism - Public Sector Loan Facility (JTM-PSLF)

Together with the Just Transition Fund and the related InvestEU scheme, the public sector loan facility is the third pillar of the [Just Transition Mechanism](#) (JTM) and part of the European Green Deal political priority to create a climate-neutral economy in Europe by 2050. This facility is composed of a grant component, provided by the EU, and managed by CINEA, and a loan component granted by the EIB or another finance partner. It is expected that the EUR 1,5 billion of grant support, together with EUR 10 billion of EIB loan, will generate between EUR 25 and 30 billion of public investments. It will help territories and regions most affected by the transition to a climate-neutral economy in order to alleviate the corresponding environmental, economic and social costs.

CINEA will contribute to the achievement of the programme's objectives through the launch of calls, concluding grant agreements and providing policy feedback to the respective parent DG. More details on the outputs planned for 2021 can be found in [Performance Table 4](#).

CINEA will also cooperate with DG REGIO for preparing the administrative agreement between the Commission and the EIB, together with the procedures to implement it, and for the on-boarding to eGrants.

Call management and contracting

The first call for proposals is foreseen to be launched at the end of 2021. The specific timing depends on the adoption of the relevant regulation, the signature of an administrative agreement on the blending component, between DG REGIO and EIB, the preparation of the relevant work programmes and on the approval of a sufficient number of Territorial Just Transition Plans (TJTPs) to be submitted by the Member States. These TJTPs will serve as a basis to define the eligibility and prioritisation of potential actions. In this context, CINEA will cooperate with DG REGIO for the preparation of the first work programme, leveraging on its experience gained in managing calls involving financial instruments.

The grant agreements for the first call are expected to be signed in 2022 or 2023.

Feedback to policy

CINEA will engage with DG REGIO in order to define the channels, principles and procedures to provide feedback to policy once the first projects start to be implemented (expected as of 2022/2023).

Support as regard economic and financial aspects of projects

The Agency will provide input to the design of the JTM-PSLF, building upon its expertise in the establishment of blending instruments. CINEA will participate in the working group established by DG REGIO and the Implementing Partners to ensure that the socio-economic and financial components of the programme are properly reflected in the call documents, in the selection process, as well as during the implementation of the grant agreements by the Agency.

Most important external communication actions

CINEA plans a publication on the first call to advertise the available funding opportunity. The Agency will organise an info day towards the end of the second semester of 2021 and will support its parent DG in promoting the JTM-PSLF at various external events.

3.4 Horizon Europe (HE) Cluster 5 ‘Climate, Energy and Mobility’

In addition to the three strands of the Cluster 5 portfolio, CINEA will implement the climate adaptation, oceans and cities parts of the HE Missions Work Programme as regards to standard proposal and project management tasks⁵.

3.4.1 Horizon Europe Climate

The Climate programme is part of Horizon Europe Cluster 5 ‘Climate, Energy and Mobility’. Its objective is to further climate science and to accelerate climate action uptake (both mitigation and adaptation) in line with the Paris Agreement and the Sustainable Development Goals, by improving knowledge of the Earth system and by proposing and evaluating solutions for short-to-medium and long-term systemic impact. The programme aims at contributing to key international assessments such as the Intergovernmental Panel on Climate Change (IPCC) and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). It also strengthens the European research area on climate change.

CINEA will contribute to the achievement of the programme’s goals by series of activities such as launching calls of proposals, managing the relevant portfolio of projects and providing input for policy making.

More details on the outputs planned for 2021 can be found in [Performance Table 5](#).

Call management and contracting

In 2021, CINEA will organise the evaluation of the first Horizon Europe Call for Cluster 5 – Destination 1. Furthermore, the Agency will finalise within the time to grant (TTG) deadline the grant agreements under the H2020-LC-CLA-2020-two stage calls and will evaluate the proposals submitted in response to the three Green Deal call climate topics⁶. In the second half of 2021, the grant agreements for the Green Deal call will be finalised within the set deadline.

CINEA will also implement the Horizon Europe calls for the climate, cities and oceans missions. In addition, in agreement with the parent DGs, CINEA may undertake the implementation of relevant Other Actions in support of the Work Programme.

⁵ Further support from the Agency is still being discussed with parent DGs and missions’ owners.

⁶ The evaluation process will be launched at the beginning of 2021 in EASME. Subsequently, and after the new mandates of all Commission’s Executive Agencies enter into force, this work will be followed up in the European Climate, Infrastructure and Environment EA.

Project portfolio management

At the end of 2021, the Agency expects to be managing around 72 legacy Horizon 2020 Climate Action projects with an equivalent EC contribution of about EUR 505 million. Some legacy projects currently managed by DG Research & Innovation from Societal Challenge 5 will be delegated to CINEA. It is anticipated that more than 30 projects will deliver interim and final reports throughout the year. Respective reviews will be held, leading to the execution of all relevant payments accordingly. For the majority of these projects, one or two external experts will be contracted to assist the project officers in their technical assessments.

Parent DGs are informed on relevant outputs and news from projects through a monthly news update.

Most important external communication actions

CINEA plans to produce a dedicated publication in 2021 and will organise info days, cluster workshops and Co-ordinators' Days to promote its project portfolio and calls for proposals. The Agency will assist its parent DGs in the organisation of events such as the R&I Days, support its beneficiaries in the organisation of events such as the European Climate Change Adaptation Conference (ECCA), and promote the programme at various other external events like COP 26 of the UNFCCC in Glasgow and the Arctic Circle Assembly.

3.4.2 Horizon Europe Energy

The HE Energy dimension of Cluster 5 contributes to boosting cost performance sustainability and reliability of renewable energy and energy storage solutions aiming to making the energy grid more flexible and secure, and to tackling remaining CO₂ emissions through Carbon Capture, Utilization, and Storage (CCUS). This part of the programme aims at supporting the reduction of the overall energy demand and making the energy supply cleaner, more secure, competitive, biodiverse and climate neutral. It aims at bringing down costs for consumers and reducing EU's energy import dependency by developing energy efficient demand side solutions. In addition, the programme focuses on modernising the energy networks to support energy system integration, on helping achieving climate neutrality and zero pollution of the building stock by 2050 and on supporting the recovery, upgrade and/or conversion of industrial excess (waste) heat, as well as electrification of heat generation in industry.

CINEA will contribute to the goals of the HE Energy dimension of Cluster 5 by the efficient management of the HE Energy portfolio of actions. More details on the outputs planned for 2021 can be found in [Performance Table 6](#).

Call management and contracting

CINEA will contribute to the Green Deal call implementation which will be the last call under Horizon 2020. The energy part of the call will be made of 4 topics⁷ with a budget of around € 246 million which will be evaluated in the first semester of 2021. Subsequently, CINEA will start the grant preparation process within the TTG deadline. Moreover, it is expected that the Agency successfully contracts the proposals awarded from the legacy H2020 SC3 calls (evaluation finalised at the end of 2020 by both EASME and INEA).

After the adoption of the Horizon Europe first work programme, CINEA will launch the first calls for proposals and tenders in relation to the Energy dimension of Cluster 5. It is expected that evaluations for four calls for proposals are performed related to Destinations 2, 3 and 4, with a total estimated budget of € 476 million. Depending on the timing of the calls launch and evaluation, the Agency will start the relevant grant agreement preparation within the set deadlines.

CINEA will also implement the Horizon Europe calls for the climate, cities and oceans missions. In addition, in agreement with the parent DGs, CINEA may undertake the implementation of relevant Other Actions in support of the Work Programme.

Project portfolio management

CINEA will continue the efficient implementation of the legacy H2020 SC3 portfolio, formerly managed by both INEA and EASME⁸. It is expected that 427 H2020 Energy projects continue running in 2021, out of which 53 are expected to be finalised during the year. Moreover, the Agency will receive H2020 legacy projects currently managed by DG Research & Innovation which will be added to the ongoing grants. More than 260 interim and final reports are anticipated. These, together with the related deliverables, will be checked leading to the execution of all respective payments. For some of these projects, external monitors will be contracted to assist the project officers in their technical assessment. CINEA will continue supporting beneficiaries in implementing their grants, in particular the Agency will provide the necessary assistance and flexibility to help projects overcome the negative impacts of the COVID crisis.

In addition, CINEA will continue ensuring the sound implementation of the two ongoing H2020 services contracts⁹, including meetings with the contracting consortium, assessment of deliverables and other technical and financial reports among others.

⁷ Three topics managed by the former INEA and one topic managed by the former EASME. The evaluations will be launched by the respective agencies at the beginning of 2021 and this work will subsequently be followed up in the European Climate, Infrastructure and Environment EA.

⁸ Funded from RIA and IA topics of H2020-SC3-EE calls.

⁹ Reference under 'Other actions' of the H2020 2018-2020 Energy Work Programme. Service contract on ETIP SNET&BRIDGE and Smart Cities & Communities.

Most important external communication actions

CINEA plans to request annual updates of CORDIS Results Packs on topics such as geothermal, solar power and ocean energy and will produce one new report on digitalisation. Electronic newsletters to the Horizon Energy community will also continue. The Agency will organise info days and cluster workshops to promote its project portfolio and calls for proposals. Finally, CINEA will support its parent DGs in the organisation of events such as the R&I Days, DG ENER's event on digitalisation, as well as promoting the programme at various other external events such as EUPVSEC and Enlit Europe.

3.4.3 Horizon Europe Mobility

Through the sound management of the programme's portfolio of projects, CINEA will contribute to achieving the objectives of the mobility dimension of HE Europe Cluster 5. In particular, the implementation of these projects will contribute to reaching net-zero greenhouse gas emissions and reduced air pollutants in and across all transport modes. The HE Transport projects will invest in new, affordable smart, inclusive and sustainable mobility services which will result in significant safety, environmental, economic and social benefits such as reduced accidents, decreased congestion, reduced energy consumption and emissions of vehicles, increased efficiency and productivity of transport operations.

More details on the outputs planned for 2021 can be found in [Performance Table 7](#).

Call management and contracting

In 2021, the Agency will contribute to the Green Deal call implementation which will be the last call under Horizon 2020. The transport part of the Green Deal call consists of one topic with an indicative EU budget of € 100 million. The evaluation is planned for the first semester of 2021. Subsequently, the Agency will launch and finalise the respective grant agreement preparation process. In addition, CINEA will finalise, within the relevant deadlines, the contracting for the successful proposals from the second stage evaluation of the legacy H2020-MG-Two Stage call.

After the adoption of the Horizon Europe first work programme, the Agency will launch the first calls in relation with the mobility dimension of HE Cluster 5 with a total estimated budget of € 530 million, and will perform the respective evaluations for destinations 2, 5 and 6. Depending on the timing of the launch and evaluation of the calls, CINEA will start the relevant grant agreement preparation within the set deadlines.

CINEA will also launch the Horizon Europe calls for the climate, cities and oceans missions. In addition, in agreement with the parent DGs, CINEA may undertake the implementation of relevant Other Actions in support of the Work Programme.

Project portfolio management

During 2021, the Agency will continue the efficient implementation of the legacy H2020 Transport portfolio. It is expected that 338 projects will continue to run throughout the year, out of which 37 will be closed. The Agency will receive one H2020 legacy project currently managed by DG Research & Innovation. CINEA will provide support to beneficiaries for the successful implementation of their grants, in particular by providing the necessary flexibility to deal with the effects caused by the COVID crisis. Furthermore, more than 130 interim and final reports are anticipated. These, together with the related deliverables, will be checked leading to the execution of all respective payments. For some of these projects, external monitors will be contracted to assist the project officers in their technical assessment.

Most important external communication actions

CINEA plans to produce several publications in 2021, including a brochure on waterborne projects, a synopsis of all aviation projects, and an update of the Automated Road Transport brochure among others. The Agency will organise info days, and coordinators days to promote its project portfolio and calls for proposals. Finally, CINEA will assist its parent DGs in the organisation of conferences such as the R&I Days, support its beneficiaries in the organisation of events such as the CIVITAS Forum, and promote the programme at various other external events like the International Trade Fair for Shipbuilding, Machinery & Marine Technology, Le Bourget Paris Air Show, EUCAD2021, and the Road Transport Research Results Conference.

3.4.4 Feedback to policy and dissemination of project results Cluster 5

CINEA will strive to provide high quality policy feedback to parent DGs when relevant and when requested¹⁰. Different activities are expected to include the publication of CORDIS Result Packs of mature sector portfolios (and a new one on digitalisation), ad-hoc reports on specific policy areas to which specific clusters of projects contribute to, other pertinent publications, participation in relevant events or contributions to specific requests and/or targeted project(s) briefings from policy DGs. CINEA will involve parent DGs in the follow-up of important policy-related projects¹¹. A special attention will be given to cross cutting issues and links between sectors in the three dimensions of Cluster 5 ensuring a global overview of the contribution of the Agency's portfolio to the programme objectives and policies.

¹⁰ e.g. to support the preparation of the action plan on the digitalisation of the energy system, and the competitiveness progress report related to the energy sector.

¹¹ For example the Clean Energy Transition Cofund; Support to the activities of the European Geological Services; Support to the activities of the ETIPs and technology areas of the SET-Plan; Support for the SET Plan Conference.

Moreover, CINEA will also seek potential links with other relevant programmes for cluster activities and will enhance sharing of results for a more comprehensive contribution to policy feedback. With the results from its portfolio, the Agency will contribute to the Missions of the HE, in particular the Climate Adaptation, Oceans, and Cities Missions. Finally, CINEA will continue to participate in the relevant co-creation groups and in the relevant dedicated groups that will be established in the context of the Feedback to Policy framework for Horizon Europe.

During the grant preparation process and whenever relevant, CINEA will flag projects with policy relevance both via the available IT tools and through direct communication with relevant parent DGs. The Agency will continue to foster its relationship with the parent DGs both at operational level and at institutional level and will also contribute to the dissemination and exploitation activities and instruments developed by DG Research and Innovation. CINEA will encourage project promoters in seeking the maximum impact of their projects via the relevant dissemination and exploitation channels such as the Horizon Europe research platform, the dissemination and exploitation boosters and other different initiatives and available funding mechanisms, including TRIMIS. Furthermore, the Agency will facilitate thematic and clustering workshops with the aim to support project promoters in their networking and results dissemination efforts, and in establishing a direct contact with policymakers in the parent DGs. These events will also provide opportunities for the project promoters in the same or related thematic areas to plan and coordinate common dissemination and communication actions. Several events are planned in different relevant thematic areas, such as photovoltaic, ocean Energy, digitalisation for example.

CINEA will furthermore encourage all actions related to hydrogen and fuel cells funded under the Horizon Europe work programmes to report on an annual basis in a secure online data collection platform¹² managed by the Clean Hydrogen Joint Undertaking and the European Commission.

3.5 Innovation Fund

The objective of the Innovation Fund is to support the commercial demonstration and scaling-up of innovative technologies, which have the potential to substantially reduce greenhouse gas emissions. This will enable the transition to a climate-neutral economy as set out in the EU Long-Term Emissions Reduction Strategy, A Clean Planet for all and the European Green Deal. It will also increase the competitiveness of EU companies by helping them to become global leaders in these technologies.

CINEA will contribute to the achievement of the programme's objectives through a number of actions as outlined further down this section. More details on the outputs planned for 2021 can be found in [Performance Table 8](#).

¹² TRUST, Technology Reporting Using Structured Templates

Call management and contracting

CINEA will conclude the first evaluations (launched in 2020) for the two-stage call for large-scale proposals as well as for the single-stage call for small-scale proposals. Grant preparation for both will begin in the second half of 2021.

The Agency will assist DG CLIMA in the preparation of the work programme and will prepare and launch further calls accordingly. For these calls, CINEA will have as main objective a high-quality evaluation, where the best proposals are identified whilst respecting the six months' time-to-evaluate deadline and by using experienced and independent technical, financial and life-cycle Greenhouse Gas (GHG) emissions analysis experts. Subsequently, the Agency will launch the grant agreement preparation process within the legal deadline, which is expected to be finalised by the end of 2021 and 2022, for the relevant calls respectively.

Feedback to policy

Given that it is likely that most of the projects will start in 2022, CINEA's activities on policy feedback will be focused on the lessons learnt from the application and evaluations to be used for future calls. This will include contributing to a dedicated database under development by DG CLIMA that will gather policy relevant information from proposals.

Preparatory work will also be done to enable information from the future projects (e.g. on greenhouse gas emissions reductions as well as financial and technical aspects) to be gathered and shared, capitalising on the data submitted in the project applications and reports including knowledge-sharing obligations of the projects. This will be done through corporate tools (like SyGMA), building on relevant indicators useful for policy makers.

In relation to economic and financial aspects of the projects, CINEA will provide support to address DG CLIMA's strategic objectives in relation to all steps of the implementation as well as for the design and drafting of future calls. Effective cooperation will be established with the European Investment Bank, building synergies with the project development assistance provided to eligible and selected projects.

In view of potential synergies between programmes, CINEA will provide feedback to other parent DGs on projects supported under the Innovation Fund when relevant and requested and according to the information already provided to the delegating parent DG.

Most important external communication actions

CINEA, in cooperation with DG CLIMA plans to produce a publication on the 2020 call results and will organise info days and dedicated webinars to promote the 2021 calls, including by providing support for national events. In addition, the Agency will support DG CLIMA in the organisation of events such as the Innovative Clean Tech Financing Conference, as well as promoting the programme at various other external events such as

EU Sustainable Energy Week. Joint communication activities will be rolled out in cooperation with DG CLIMA.

3.6 Programme for the Environment and Climate Action (LIFE)

The LIFE programme aims to boost and integrate the implementation of the European Green Deal by:

- ✓ halting and reversing loss of wildlife habitats and species and mainstreaming biodiversity,
- ✓ supporting the transition to a circular economy and the implementation of the Zero pollution agenda,
- ✓ protecting and improving the quality of EU's natural resources, including air, soil and water among others,
- ✓ supporting the implementation of the 2030 energy and climate policy framework, the climate neutrality by 2050 and the new EU strategy on adaptation to climate change.

The LIFE Programme will contribute to the climate target of 30% of the expenditures devoted to climate objectives and the ambition on biodiversity formulated in the Green Deal's EU biodiversity strategy for 2030. Finally, the programme will build capacity, stimulate investments and support the implementation of environmental and climate legislation and policies, including the ones focused on the transition to renewable energy and increased energy efficiency.

CINEA's activities will contribute to the achievement on the programme's objectives through the launch of calls, selecting the best proposals/offers, managing the implementation of ongoing actions, communicating and promoting their results, and providing policy feedback to the respective parent DGs. More details on the outputs planned for 2021 can be found in [Performance Table 9](#).

Call management and contracting

The Agency will launch the relevant LIFE calls for proposals in 2021 in accordance with the LIFE multi-annual work programme 2021-2024. In late spring/early summer, the Agency will launch the calls for Standard Action Projects (SAP) and Other Actions (OA). It will also launch the call (1st stage) for Strategic Integrated Project (SIP) and Strategic Nature Projects (SNAP). Moreover, the Agency will launch the calls for proposals for operating grants (OG) to support non-governmental organisations (NGOs) in view of concluding framework partnership agreements (FPAs) and specific grant agreements (SGAs), as well as a call for Technical Assistance projects (TA).

The grant agreement preparation process will start towards the end of the year for all single stage calls, for two stage calls this process will start in 2022.

In addition, several calls launched in 2020 will be finalised in 2021 and will be concluded by the grant agreement signatures. These are the second stage of the call for proposals for action grants under the former Environment sub-programme (to be closed in February 2021), the call for proposals for actions of NGOs to support the implementation of the European Green deal and the finalisation of the call evaluation for the former Climate Action sub-programme. Furthermore, CINEA will finalise the contracting of an expected 40 successful Coordination and Support Actions (CSA) projects selected in evaluations previously under the Energy Efficiency part of the Horizon 2020.

It is expected that the Agency will launch tender procedures on behalf of DG ENER with a total estimated budget of € 4.2 million for the Clean Energy Transition sub-programme.

In spring, DG ENV/CLIMA/ENER and CINEA will launch an evaluation and review of the monitoring activities in view of the definition of the control strategy. This will include also the definition of the in-house activities, the activities to externalise and the design elements of the new Framework Contract (number of contracts, type of activities, geographical coverage, etc.)

Furthermore, CINEA will initiate the drafting of the new tender specifications that should address both the monitoring of the legacy and the new projects, with a view to launch the tender procurement in September.

Project portfolio management

In 2021, CINEA will manage around 1,220 actions in its LIFE portfolio, including part of the H2020 Market Uptake projects managed by the former EASME and funded from CSA topics under H2020-SC3-EE calls. For this portfolio, the Agency expects to receive around 500 periodic reports and around 250 amendments. External monitors will assist the Agency's financial officers/project advisers in their assessments of reports and amendments, as well as with the performance of project visits.

Furthermore, CINEA will continue to manage the relevant service contracts for the evaluation and monitoring of the LIFE programme (the latter may also be used by DG ENV and DG CLIMA). CINEA will continue ensuring the sound implementation of nine (6 ongoing, 3 in launch phase) service contracts in LIFE CET on behalf of ENER. Finally, the Agency will continue to support the Concerted Actions (CA EPBD, CA EED, CA RES, and EEPLIANT) as well as the Consultation Forum for Sustainable Energy in the Defence and Security Sector (CF SEDSS).

Feedback to policy

Based on the cumulated past experience, CINEA will continue to provide high quality feedback to policy to its parent DGs for all phases of the projects lifecycle.

Within the LIFE 'Environment and Resource Efficiency' priority area, the Agency will continue its work on the policy feedback fiche (currently being tested through a pilot

exercise), which allows for tangible projects results with policy relevance to be gathered on a regular basis (every 4-6 months). As a result, parent DGs will be provided with information on key specific projects, their results, impacts and lessons learnt.

For the 'Climate Action' sub-programme, CINEA will undertake a series of actions to enhance the effectiveness of policy feedback on climate adaptation. In 2021, a key priority will be feedback on the new EU Climate Adaptation strategy¹³. The feedback will take the form of analysis of the main issues raised by the projects in relation to this policy. For 'Nature and Biodiversity', feedback is the result of continuous and historical work with colleagues working in DG ENV on Natura 2000 and Biodiversity. Cooperation with Horizon 2020 and Europe project portfolios, the missions and partnerships relevant for biodiversity, is also sought. Traditionally, DG Environment is also invited to participate with the Agency in platforms meeting and INTERLIFE regional meetings, where all projects from a certain area meet and discuss their work.

For the 'Clean Energy Transition' sub-programme, feedback will be provided in response to specific requests from DG ENER (for example, drafting of work programmes and policy/legislative documents, documents extracting best practice from projects in a given policy field/aspect and different notes), through the organisation of contractor meetings and other events, as well as through the participation in inter-service working groups and other fora linked to strategic initiatives such as the Sustainable Energy Investment Forums and Concerted Actions. Feedback will also be provided to DG Research & Innovation for the relevant Horizon 2020 legacy portfolio.

In view of potential synergies between programmes, CINEA will provide feedback to other parent DGs on projects supported under the LIFE programme when relevant and requested and according to the information already provided to the delegating parent DG(s).

Support as regard economic and financial aspects of projects

CINEA will respond to DG ENV's request to support project promoters through technical and financial assistance for actions contributing to environmental objectives, from their identification to completion, including through blending instruments and private financing.

Most important external communication actions

The Agency plans to produce several factsheets in 2021 including on Connectivity, Energy Efficiency, Behavioural Changes and Green Transport. These are linked to the various Platform Meetings to be organised during the year. The regular electronic newsletters to the LIFE Clean Energy Transition community will also continue. The Agency will organise info days to promote its project portfolio and calls for proposals, as well as Sustainable Energy Investment Forums throughout the year. Finally, CINEA will organise on behalf of its parent DGs events such as the LIFE Awards 2021, the LIFE INFO day, LIFE welcome meetings, LIFE platform meetings, the Covenant of Mayors Investment Forum - Energy

¹³ COM(2021) 82 final, <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM:2021:82:FIN>

Efficiency Finance Market Place, EU Green Week, EU Sustainable Energy Week, and Ecomondo, and promote the programme at various other events such as the World Circular Energy Forum.

3.7 European Maritime Fisheries and Aquaculture Fund (EMFAF)¹⁴

The EMFAF supports the Common Fisheries Policy, the Union's Maritime Policy and Union's international commitments in the field of ocean governance, especially in the context of the 2030 Agenda for Sustainable Development.

The funded projects will contribute to fostering sustainable and competitive fisheries and aquaculture enabling the growth of a sustainable blue economy and fostering prosperous coastal communities. In addition, they will contribute to strengthening international ocean governance and enabling safe, secure, clean and sustainably managed seas and oceans.

CINEA will contribute to the achievement of the programme's objectives through a number of actions¹⁵ as outlined further down this section. More details on the outputs planned for 2021 can be found in [Performance Table 10](#).

Call management and contracting

After the adoption of the 2021 EMFAF work programme¹⁶ it is expected that some 20 calls for proposals will be launched. This includes 17 directly awarded grant agreements, out of which 12 to the Regional Fisheries Management Organisations and other international organisations. In addition, some 9 calls for tenders will be launched by the end of 2021. A number of specific contracts is also expected to be established for actions related to the provision of scientific advice for fisheries. Under the 2020 EMFF¹⁷ WP, the 2020 blue economy window call for proposals was launched in November 2020 and will close in February 2021. The evaluation will be finalised during the second quarter of 2021 and grant agreement preparation will be finalised by the end of the year. In addition, two calls for tenders will be launched under the 2020 EMFF WP, including the call for tenders for the inter-institutional better regulation framework contract.

Two calls for proposals launched in May 2020 will be finalised in 2021 leading to concluding the respective grant agreements. In addition, several calls for tenders launched in 2020 will also be finalised in 2021 leading to concluding seven service contracts. It is

¹⁴ The name for the new programme for the period of 2021-2027 is pending the adoption of the 2021-2027 MFF and respective sectoral instruments.

¹⁵ It should be noted that the implementation of the 2021 EMFAF WP actions will be severely affected by the timing of the adoption of the 2021 EMFF WP.

¹⁶ Disclaimer: DG MARE has not finalised yet the 2021 EMFAF work programme hence figures quoted in this document are subject to change.

¹⁷ The name of the programme for the period 2014-2020 has been European Maritime and Fisheries Fund (EMFF)

also expected that at least three framework contracts for the provision of scientific advice in the Mediterranean and Black Sea will be signed. Moreover, it is expected that some 15 specific contracts will be concluded for the requests for service launched in 2020.

The Agency will also renew a service contract for providing assistance mechanism to Member States in the implementation of the Maritime Spatial Planning Directive.

Project portfolio management

In 2021, the Agency will manage some 180 legacy actions plus 34 new actions under the 2021 EMFAF WP. It is expected that approximately 55 interim and 55 final reports are received and assessed, both for contracts and grants. In addition, CINEA will continue the management of the two inter-institutional framework contracts (better regulation; maritime security and surveillance).

Feedback to policy

CINEA will continue to provide high quality policy feedback, including by keeping on the activities targeted at increasing the visibility of the impact of the EMFAF programme as outlined in the roadmap presented in April 2020 to DG MARE.

CINEA will collect relevant information from project implementation by analysing relevant deliverables (e.g. 'policy brief') that projects are requested to submit. The Agency will also draft ad-hoc reports on specific policy areas to which specific clusters of projects contribute to. Moreover, CINEA will carry on with providing success stories and relevant project factsheets to DG MARE, along with organising events to support the networking, communication and dissemination of project results. Finally, the Agency will remain active on social media and will also continue providing communication and visual materials for internal use (e.g. briefings, presentations).

Most important external communication actions

In order to enhance the visibility of the programme CINEA plans to produce a number of call and project visuals for web and social media. The Agency will support its parent DG in the organisation of events such as the European Maritime Day 2021 or numerous BlueInvest events, and promote the programme at various other external events like Ecomondo 2021.

PART 4. MODERNISING THE ADMINISTRATION: MAIN OUTPUTS FOR THE YEAR

In view of its newly delegated tasks as of 2021, CINEA will strive to maximise the efficiency of its resources and administrative support in order to ensure that the organisation achieves its operational goals. Through the provision of high-quality horizontal services, the Agency will support the effective implementation of all delegated programmes. The main outputs for the year include new multi-annual HR and Learning and Development strategies, the kick-off of the revision of the Agency's anti-fraud strategy, the production of an integrated data, information and knowledge management strategy, the development of a digital and innovative workplace as well as a series of actions to reduce the environmental footprint of the Agency.

The internal control framework¹⁸ 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.

CINEA 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.

In addition, every year CINEA conducts a bottom-up risk management exercise, aiming at proactively identifying the main areas of concern at all organisational levels, as well as respective preventive and mitigating measures to address them. The latest exercise considered the particular transition period, as well as the special circumstances related to the current health and economic crisis. Despite the identification of a number of risks, none was considered of critical nature. The identified risks will be addressed by tailor-made action plans.

A. Human resource management

The new Agency's programme portfolio will result in a 36% workforce increase requiring innovation and adaptation as regards HR policies. To address these challenges, the Agency will focus on key areas that will increase organisational response capacity, use technology to create efficiencies and streamline processes, harmonise HR processes, maximize staff potential, and position the new Agency as an employer of choice from the outset.

General objective: CINEA employs a competent and engaged workforce and contributes to gender equality at all levels of management to deliver effectively on the agency's priorities and core business.

More details on the outputs planned for 2021 can be found in [Performance Table 11](#).

¹⁸ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

Building HR excellence and innovation through a new HR strategy - a new multi-annual HR strategy 2021-2027 will be prepared based on the new HR strategy of the Commission and in the spirit of harmonisation with other executive agencies.

Deploying recruitment and retention strategies – CINEA will provide innovative, responsive, fair, and consistent recruitment and selection services to departments, staff and applicants. The Agency will strive to maintain a low vacancy rate, ensure a low level of staff turnover and revise the current Retention strategy to retain qualified colleagues. The Agency will also continue to carefully monitor its establishment plan, ensure regular workload analysis and a good forward planning and support activities to facilitate recruitment and staff mobility. Finally, CINEA will provide its parent DGs with a regular overview of the gender representation in middle management within the Agency and will cooperate with them for increasing the number of female representation¹⁹.

Investing in staff development and alignment – a new learning and development framework will be put in place to promote and foster individual and organisational effectiveness. It should provide staff with an array of innovative and diverse learning programmes and opportunities for development in the framework of the Agency competency map. CINEA's commitment to staff development will be reinforced and the promotion of its pivotal expertise in project management maintained. Promoting a “as one” agency via agency wide initiatives and team building will be essential to foster alignment and cohesion of staff.

Adaptation of the working methods – the disruptions caused by the pandemic will be taken as an opportunity to develop a new way of working concept based on flexible work arrangements and a balanced mix of office work and telework. The Agency will continue to drive initiatives that promote opportunities for growth including coaching and mentoring programmes.

¹⁹ Seconded middle managers are part of the seconding DGs' staff. The responsibility for achieving the targets is at DG level.

B. Sound financial management

General 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.

CINEA will continue to rigorously implement effective and efficient control procedures to ensure the proper implementation of the delegated funds and more particularly the legality and regularity of financial transactions, the respect for the principle of sound financial management and the effective protection of the financial interests of the Union.

In view of the increased number of programmes to be managed by CINEA as of 2021, the Agency will launch a review of the existing Internal Control strategy with the purpose to ensure a smooth and coherent transition into the new MFF period whilst continuing to keep the programmes' estimated risk at closure within an acceptable range.

Furthermore, CINEA will continue to closely monitor all KPIs linked to financial management ensuring that they are reached following the principles of economy, efficiency and effectiveness. In particular, KPIs on budget execution and on timeliness of operations (time-to-grant and time-to-pay) contribute to the regularity of transactions and to ensuring better and more efficient support to all Agency's stakeholders.

More details on the outputs planned for 2021 can be found in [Performance Table 12](#).

C. Fraud risk management

The Agency's anti-fraud strategy (AFS) is an essential tool for promoting fraud awareness amongst staff as well as amongst external stakeholders. In addition, it lowers the adverse impact of fraud on the effectiveness and reputation of the organisation. The strategy also conveys the message that there is zero tolerance for fraud in the entirety of CINEA's operations and that any wrongdoing is reported using the appropriate channels.

General objective: The risk of fraud is minimised through the application of effective antifraud measures and the implementation of the Commission Anti-Fraud Strategy aimed at the prevention, detection and correction of fraud.

A revision of the Agency's AFS is undertaken each time that there is a change in the fraud risks, possibly every two years), the latest dating from the end of 2018. CINEA will revise its AFS in 2021 in line with the commencement of the new programming period. The action plan will be implemented as from the endorsement date of the revised AFS. CINEA will also continue to convene training sessions on 'Fraud- staying vigilant'. The training is done twice a year in collaboration with OLAF and aims at raising awareness on fraud

detection and prevention. The target population for this training is identified at 100% of the Agency's staff.

More details on the outputs planned for 2021 can be found in [Performance Table 13](#).

D. Digital transformation and information management

General objective: CINEA 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.

The existing Data, Information and Knowledge Management strategy will be reviewed in order to ensure a culture of collaborative working, knowledge sharing and learning between the different programmes, staff and DGs. The development of internal instruments will be

explored for improving information retrieval, maximising use of data, enhancing policy feedback and embedding the concept of operational synergies in the Agency's working methods on a larger scale. Best practices from both agencies (former INEA and EASME) will be harnessed, and new innovative solutions developed. Moreover, further ways to engage with external stakeholders will be investigated, so that together with the parent DGs, they can exchange best practice, experience and knowledge.

Effective internal communication is an essential part of collaborative working and a new Internal Communication Strategy will be established that ensures all staff are well informed, engaged, and have opportunities to share ideas, experience and information.

The pilot collaborative solution, which started in 2020, to enable virtual meetings and collaborative sharing of documents and information will be fully deployed. In line with the corporate digital strategy, the digital workplace concept will be further developed to make the Agency more resilient to potential disruptions with particular attention to collaboration processes involving sensitive information. The use of electronic signatures will be promoted with the aim to implement fully automated and digitalised processes. All existing and future programmes managed by CINEA will be integrated into the corporate eGrants tool while TENtec will be kept in maintenance mode for the CEF legacy programme. The Agency will also ensure a smooth integration of the system used for the LIFE programme.

CINEA will continue expanding the usage of the QlikSense dashboard for data sharing and collaborative working within the Agency but also with its parent DGs. In particular, the following actions are foreseen:

- Integrate new programmes and projects;
- Adapt financial data for the new MFF period 2021-2027;
- Integrate new KPIs of the Agency and from central services;

- In cooperation with the parent DGs, investigate ways to report on the performance of the delegated programme’s KPIs (with a focus on output and results of projects);
- Develop specific dashboards for CEF Transport;
- Actively support reporting for feedback to policy activities.

Moreover, for CEF Transport, CINEA will develop a GIS tool to collect and maintain relevant output indicators that will be used to support feedback to policy activities as well as dissemination and communication.

Finally, the Agency will actively support the feedback to policy activities and knowledge sharing initiatives put in place by the parent DG’s (e.g. enhanced use of M365 TEAMS) aiming at strengthening collaboration, mutual knowledge sharing and generating efficiencies.

In 2021, the Agency will continue ensuring compliance with the new rules on Data Protection and will continue to work towards the implementation of the Commission's Data Protection Action Plan (C(2018) 7432 final) by focusing on the following activities:

- Continuing the update of notifications done under the old Regulation into records and update of the related data protection notices;
- Preparing a procedure for the exercise of data subjects rights;
- Contributing to the preparation with the other Executive Agencies of a common text for the DPO Implementing Rules and its subsequent adoption by the Agency;
- Participating in the preparation of written arrangements on joint controllership; Continuing addressing queries from the EDPS & Data Subject and providing training on Data Protection.

More details on the outputs planned for 2021 can be found in [Performance Table 14](#).

E. Sound environmental management

CINEA will promote the EC Environmental Management and Audit Scheme (EMAS) corporate campaigns at Agency’s 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. In 2020, the Agency established a “Green Team” (GT) with the mandate to incorporate the objectives of the Green Deal at local level and to support its management in steering the Agency towards carbon neutrality. The GT will finalise the environmental review analysis to assess the best way forward in view of an EMAS registration of CINEA. The GT action plan for 2021 will

General objective: CINEA takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-today impact of the administration and its work.

include the 5 actions selected from the list provided by the EMAS coordination team and listed in Performance table 15 under Sound environmental management.

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

In terms of efficiency, one of the most fundamental aspects to highlight is the integration of all future programmes managed by the Agency into the corporate eGrants IT suite that covers the full grant management cycle. The tool, which serves an important number of EU programmes and is already used in the Agency for the management of Horizon 2020, offers a complete solution, highly rated and appreciated by both internal and external users.

From an internal perspective, efficiency gains will be mostly achieved by an improved integration with other IT tools (notably ARES and ABAC), automation of operations that were performed manually so far, as well as by the introduction of electronic signatures, completely removing the need to print, sign, scan and upload documents. The fact that all programmes in CINEA will use the same IT tool will also leave room for further harmonisation of procedures, and likely lead to increased efficiency.

Lastly, but equally important are the external benefits. While extended automation and increased harmonisation between different programmes will certainly be key, the most explicit benefit will be the generalised use of the Funding & Tenders Portal, that shall serve as a one-stop-shop for all external parties, which offers a complete and consistent set of functionalities for all participants (applicants, beneficiaries, experts and even external auditors via a dedicated front office) to the grant management process.

ANNEX 1 PERFORMANCE TABLES

Performance Table 1 – CEF Transport, including CEF Transport legacy

| General objective: European Green Deal Specific objective 1: A sustainable transport area that reduces transport impact on the environment, provides healthier and cleaner alternatives to mobility and increases the uptake of sustainable and alternative transport fuels for land, waterborne and air. Specific objective 3.1: A fully integrated and connected Trans-European Transport network with appropriate funding for a robust and modern European transport infrastructure with fully restored connectivity From 2020-2024 DG MOVE Strategic Plan | | |
|--|---|---|
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Evaluation of project proposals – estimated number: 130 | Time to inform | 100% of the beneficiaries informed on time |
| Timely reimbursement of external experts | Time to pay | >98% within the TTP |
| Preparation and signature of grant agreements – estimated number: 60 | Time to grant | >98% of the Grant agreements signed on time |
| - pre-financing payments – estimated number: 60 [legacy] | Time to pay | 100% within the TTP (PFs) |
| Reports review, including ASRs, and execution of payments -estimated number: - ASRs: 525 [legacy] - further pre-financings: 200 [legacy] - interim payment requests:180 [legacy] - final payment requests:80 [legacy] | Time to pay | >98% within the TTP (all other payments) |
| Feedback to policy: - Note on ASRs submitted to DG MOVE - Input, on request by MOVE, to the revision process of the TEN-T Guidelines Regulation 1315/2013 - Support to EU Coordinators and horizontal priorities (e.g. SESAR, ITS,) QlikSense Dashboard with programme data and GIS tool with indicators | Quality input provided on time Quality input provided on time Quality input provided on time First modules released and training to DG MOVE users provided | By July 2021 Throughout 2021 Throughout 2021 End of 2021 |
| Important communication outputs (list non-exhaustive) <ul style="list-style-type: none"> 2020 CEF MAP Call Info Day Info Day on first 2021 call ERTMS Virtual Workshop A workshop on ‘CEF success stories’ A workshop addressed to CEF | Convened events | Throughout 2021 |
| | Satisfaction rate of participants at info days | >90% |

| | | |
|--|--|----------------------------|
| beneficiaries, focused on the transition to CEF2 <ul style="list-style-type: none"> • A workshop dedicated to CEF contribution to rail • CEF brochure on ITS for ITS World Congress • CEF brochure on Alternative fuels to show contribution to EU Green Deal • Publication on CEF supporting private investment for the completion of TEN-T | Quality publications produced and disseminated | Up to 4, including updates |
|--|--|----------------------------|

| Call planning 2021 CEF Transport | | | | | |
|--|-----------------------|------------------|-------------------------|------------------|------------------|
| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
| Projects on the Core Network | CEF-T-COREGEN-YYYY | September 2021 | January / February 2022 | June / July 2022 | TBD |
| Projects on the Comprehensive Network | CEF-T-COMPGEN-YYYY | September 2021 | January / February 2022 | June / July 2022 | TBD |
| Actions related to smart and interoperable mobility | CEF-T-SIMOBGEN-YYYY | September 2021 | January / February 2022 | June / July 2022 | TBD |
| Actions related to sustainable and multimodal mobility | CEF-T-MULTIMOD-YYYY | September 2021 | January / February 2022 | June / July 2022 | TBD |
| Actions related to safe and secure mobility | CEF-T-SAFEMOBGEN-YYYY | September 2021 | January / February 2022 | June / July 2022 | TBD |
| Alternative Fuels Facility - TBC | TBC | September 2021 | January / February 2022 | June / July 2022 | TBC |
| Adaptation to civilian- military dual use transport infrastructure | CEF-T-MILMOBGEN-YYYY | September 2021 | January / February 2022 | June / July 2022 | TBD |

Performance Table 2 – CEF Energy, including CEF Energy legacy

| General objective: European Green Deal Specific objective: 1: Energy is clean, affordable and secure From 2020–2024 DG ENER Strategic Plan | | |
|--|--|---|
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Evaluation of project proposals – estimated number up to 100 | Time to inform | 100% of the beneficiaries informed on time |
| Timely reimbursement of external experts | Time to pay | >98% within the TTP |
| Preparation and signature of grant agreements – estimated number: up to 5, subject to the call launch deadline [new] | Time to grant | >98% of the Grant agreements signed on time |
| - execution of pre-financings: 7 [legacy] | Time to pay | 100% within the TTP (PFs) |
| Reports review, including ASRs, and execution of payments -estimated number: - ASRs: 40 [legacy] - further pre-financings: 10 [legacy] - interim payments: 8 [legacy] - final payments: 20 [legacy] | Time to pay | >98% within the TTP (all other payments) |
| Feedback to policy: - Note on ASR to DG ENER | Quality input provided on time | By July 2021 |
| - Further update of the Transparency Platform | Quality input provided on time | Throughout 2021 |
| - Provision of updated information on the status of the PCIs and the CEF Energy funded actions | Quality input provided on time | Throughout 2021 |
| Important communication outputs (list non-exhaustive) <ul style="list-style-type: none"> • PCI Energy Days • Info days for at least 2 calls • CEF ENERGY cross border RES leaflet • CEF Energy supported actions brochure update | Convened events | Throughout 2021 |
| | Satisfaction rate of participants at info days | >90% |
| | Quality publications produced and disseminated | Up to 3, including updates |
| | 34 | |

| Call planning 2021 CEF Energy | | | | | |
|--|--------------------|------------------|-------------------------|-----------------------|------------------|
| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
| CEF Energy PCI- 1 st call | CEF-E-PCI-YYYY | September 2021 | October 2021 | June/July 2022 | TBD |
| CEF Energy Cross-border renewable energy | CEF-E-CBRENEW-YYYY | September 2021 | November 2021 | January/February 2022 | TBD |

Performance Table 3 – Renewable Energy Financing Mechanism (REFM)

| General objective: European Green Deal | | |
|--|---|--|
| Specific objective: 1: Energy is clean, affordable and secure | | |
| From 2020-2024 DG ENER Strategic Plan | | |
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Preparation of the call for proposals Evaluation of project proposals – estimated number:30 ²⁰ | Quality input provided on time Time to inform | For launching the call as per the confirmed schedule 100% of the beneficiaries informed on time |
| Important communication outputs <ul style="list-style-type: none"> • Info day/stakeholder event • Support for ENER half-day high-level conference (Q2 2021), possibly including sub-thematic workshops • Support for various conferences and working groups of the Energy Union Committee. • Leaflet tbc | Convened events Satisfaction rate of participants at info days | Throughout 2021 >90% |
| | Quality publications produced and disseminated | Up to 1 - TBC |

| Call planning 2021 REFM | | | | | |
|--------------------------------------|--------------|--------------------|-------------------------|---------------------|------------------|
| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
| Renewable Energy Financing Mechanism | RENEWFM-YYYY | October 2021 – TBC | December 2021- TBC | September 2022- TBC | TBD |

²⁰ The timeline of the evaluations depends on the call launch date (could also be 2022).

Performance Table 4 – JTM-PSLF

| General objective: European Green Deal Specific objective: 1.3: Just transition From 2020-2024 DG REGIO Strategic Plan | | |
|---|---|---|
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Prepare call and grant agreement templates | Quality input provided on time | End of 2021 for launching the call at the end of the year |
| Important communication outputs (subject to the timing of the first call) <ul style="list-style-type: none"> • Info day for first call • Call flyer | Convened events Satisfaction rate of participants at info days | Date depending on the call launch >90% |

| Call planning 2021 JTM-PSLF | | | | | |
|------------------------------------|-----------|------------------|-------------------------|-----|------------------|
| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
| Just Transition Mechanism | JTM-YYYY | End 2021- TBC | TBD | TBD | TBD |

Performance Table 5 – Horizon Europe Climate, including H2020 legacy

| General objective: European Green Deal Specific objective DG R&I 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources Specific objective DG R&I 1.2: Mainstreaming of the public and private research and innovation investments for climate actions strengthens the European Green Deal's impact Specific objective DG R&I 1.3: Co-creation of Horizon Europe and its missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality Specific objective DG CLIMA 1.3: Climate-related spending mainstreamed in the EU budget and in private funds to finance the green and just transition and invest in particular in low carbon and other climate innovations From 2020-2024 DG R&I and DG CLIMA Strategic Plans | | |
|--|--|---|
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Evaluation of project proposals – estimated number: 120 - timely reimbursement of external experts | Time to inform Time to pay | 100% of the beneficiaries informed on time >98% within the TTP |
| Preparation and signature of grant agreements – estimated number: 29 | Time to grant | >98% of the Grant agreements signed on time |
| - pre-financings estimated number: 29 | Time to pay | 100% within the TTP |
| Reports review and execution of payments - estimated number: - interim payments requests: 20 [legacy] - final payments requests: 12 [legacy] | Time to pay | >98% within the TTP (all other payments) |
| Feedback to policy: - CORDIS Results Pack on Climate Adaptation - Cluster events | Produced pack Convened events | 1 pack 2 events |
| Important communication outputs (list non-exhaustive) <ul style="list-style-type: none"> • Support for Research and Innovation Days & Arctic Circle Assembly • Horizon Europe cluster 5 Info Day • A climate action publication | Convened events Satisfaction rate of participants | Throughout 2021 >90% |
| | Quality publications produced and disseminated | Up to 1 |

Call planning 2021 HE Climate

| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
|--|------------------|-------------------------|--------------------------------|------------|-------------------------|
| Horizon Europe – Cluster 5 – Destination 1 | C5-D1-CSR-2021 | TBC | TBC | TBC | €135 million |

Performance Table 6 – Horizon Europe Energy, including relevant part of H2020 legacy

| General objective: European Green Deal Specific objective DG ENER 3: Research is mobilised and innovation fostered Specific objective DG R&I 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources Specific objective DG R&I 1.2: Mainstreaming of the public and private research and innovation investments for climate actions strengthens the European Green Deal’s impact Specific objective DG R&I 1.3: Co-creation of Horizon Europe and its missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality From 2020–2024 DG ENER and DG R&I Strategic Plans | | |
|--|---|---|
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Evaluation of project proposals – estimated number: 855 (742 HE and 113 Green deal call) | Time to inform | 100% of the beneficiaries informed on time |
| - timely reimbursement of external experts | Time to pay | >98% within the TTP |
| Preparation and signature of grant agreements – estimated number: 37 [legacy] - pre-financing number: 38 [legacy] | Time to grant | >98% of the grant agreements signed on time 100% within the TTP |
| Reports review and execution of payment for projects, estimated number: - interim payment requests: 166 [legacy] - final payments requests: 103 [legacy] | Time to pay | >98% within the TTP |
| Feedback to policy: - CORDIS Results Packs (a.o. geothermal, solar power, ocean energy, digitalization) - Cluster events - Dissemination and exploitation of results - Other (project data for legislative initiatives, input to work programmes, flashnotes from strategic initiatives etc) | Produced pack Convened meetings Number of projects benefitting from D&E support services (e.g. New Exploitation Booster, Innovation Radar) Number of policy feedback contributions | At least 6 packs produced/updated until the end of 2021 Up to 10 meetings At least 8 At least 20 |
| Important communication outputs (list non-exhaustive) • Participation and support for various events (European Geosciences Union, EUPVSEC, Enlit Europe and others) | Convened events Satisfaction rate of participants in info days | Up to 10, including promotional events and info days) >90% |

| | | |
|--|--|--|
| <ul style="list-style-type: none"> • Support to ENER's event on digitalization of the energy system • European Biomass Conference + Exhibition, Marseille • Newsletters – electronic - 11 per year to Horizon Europe Energy community | | |
|--|--|--|

| Call planning 2021 HE Energy | | | | | |
|--|--|------------------|-------------------------|----------|------------------|
| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
| Horizon Europe – Cluster 5 – Destination 3 | Call 1 (D3-SS-2021) ESGS-RES-CC | April 2021 | August 2021 | 8 months | €200 million |
| Horizon Europe – Cluster 5 – Destination 2 | Call 2 - D2-SS-2021 (CC - Energy) | April 2021 | October 2021 | 8 months | €90 million |
| Horizon Europe – Cluster 5 – Destination 4 | Call 3 - D4-SS-2021 | April 2021 | October 2021 | 8 months | €116 million |
| Horizon Europe – Cluster 5 – Destination 3 | Call 4 (D3-SS-2021) RES - 2021 topics | April 2021 | January 2022 | 8 months | €110 million |

Performance Table 7 – Horizon Europe Mobility, including H2020 legacy

| General objective: European Green Deal Specific objective 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources Specific objective 1.2: Mainstreaming of the public and private research and innovation investments for climate actions strengthens the European Green Deal’s impact Specific objective 1.3: Co-creation of Horizon Europe and its missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality From 2020-2024 DG R&I Strategic Plan | | |
|--|-----------------------------------|---|
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Evaluation of project proposals – estimated number:630 (580 HE and 50 Green deal call) - reimbursement of external experts | Time to inform Time to pay | 100% of the beneficiaries informed on time >98% within the TTP |
| Preparation and signature of grant agreements – estimated number:21 [legacy]+ TBC for HE | Time to grant | >98% of the Grant agreements signed on time |
| pre-financing number:45 [legacy] | Time to pay | 100% within the TTP |
| Reports review and execution of payment for projects, estimated number: - interim payments requests: 82 [legacy] - final payments requests: 76 [legacy] | Time to pay | >98% within the TTP |
| Feedback to policy: - Cluster events | Convened meetings | Up to 5 events |

| | | |
|---|--|---|
| <p>Important events & Publications (list non-exhaustive)</p> <ul style="list-style-type: none"> • Participation and support for various events (Paris Air Show, EUCAD, CIVITAS Forum) • H2020 waterborne transport projects brochure - a synopsis of all relevant H2020 projects • Synopsis of H2020-funded aviation projects • Publications on aircraft noise emissions reduction and hybrid propulsion • Urban Air Mobility and drones publication • Update of ART brochure and Green Vehicles brochure + batteries | <p>Convened events Satisfaction rate of participants at info days Quality publications produced and disseminated</p> | <p>Up to 10, including info days >90% Up to 7 publications</p> |
|---|--|---|

| Call planning 2021 HE Mobility | | | | | |
|--|--|------------------|-------------------------|----------|------------------|
| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
| Horizon Europe – Cluster 5 – Destination 5 | Call 1 (D5-SS-2021) AVI-THE-WAT-ZERT | April 2021 | September 2021 | 8 months | €230 million |
| Horizon Europe – Cluster 5 – Destination 6 | Call 2 (D6-SS-2021) CCAM-MSTS-SAFE | April 2021 | October 2021 | 8 months | €154 million |
| Horizon Europe – Cluster 5 – Destination 2 | Call 3 - D2-SS-2021 (CC - "Transport") * | April 2021 | October 2021 | 8 months | €112 million |

Performance Table 8 – Innovation Fund

| General objective: European Green Deal Specific objective DG CLIMA: 1.3 Climate-related spending mainstreamed in the EU budget and in private funds to finance the green and just transition and invest in particular in low carbon and other climate innovations Specific objectives DG ENER: 3 Research is mobilised and innovation fostered From 2020-2024 DG CLIMA and DG ENER Strategic Plans | | |
|---|---|--|
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Evaluation of project proposals – estimated number:520 | Time to inform | 100% of the beneficiaries informed on time |
| Timely reimbursement of external experts | Time to pay | >98% within the TTP |
| Preparation and signature of grant agreements – estimated number:40 | Time to grant | >98% of the grant agreements signed on time |
| Feedback to policy: -Note on lessons learnt from the evaluations, including based on feedback from applicants | Quality input provided on time Satisfaction rate of applicants and evaluators in surveys | By July 2021 >80% |
| Important communication outputs (list non-exhaustive) <ul style="list-style-type: none"> • Info day - Large-scale projects call • Info day - Small-scale projects call • Innovative Clean Tech Financing Conference • Publication on 2020 call results, (submission statistics and winning projects) • At least 6 webinars around specific elements of call | Convened events Satisfaction rate of participants in info days Quality publications produced and disseminated | Up to 5 including info days and conferences >90% Up to 1 |

Call planning 2021

| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
|----------------|---------------------------------|-------------------------|--|------------|-------------------------|
| INNOVFUND-2020 | InnovFund-LSC-2020-two-stage | July 2020 | 1st stage: 29.10.2020 2nd stage: 23.06.2021 | 9 months | €1,000 million |
| INNOVFUND-2020 | InnovFund-SSC-2020-Single-Stage | December 2020 | 10.03.2021 | 9 months | €100 million |
| INNOVFUND-2021 | InnovFund-LSC-2021 Single-Stage | TBC | TBC | TBC | TBC |
| INNOVFUND-2021 | InnovFund-SSC-2021-Single-Stage | TBC | TBC | TBC | TBC |

Performance Table 9 – Programme for the Environment and Climate Action (LIFE) including LIFE legacy

General objective: European Green Deal
Specific objective: DG CLIMA: 1.3 Climate-related spending mainstreamed in the EU budget and in private funds to finance the green and just transition and invest in particular in low carbon and other climate innovations
Specific objectives DG ENER 1: Energy is clean, affordable and secure; 3: Research is mobilised and innovation fostered
Specific objectives DG ENV 1. Circular economy; 2 Biodiversity; 3 Zero pollution
From 2020-2024 DG CLIMA, DG ENER and DG ENV Strategic Plans

Main outputs in 2021:

| Output | Indicator | Target |
|---|------------------|---|
| Evaluation of project proposals – estimated number:1,830 | Time to inform | 100% of the beneficiaries informed on time |
| - reimbursement of external experts | Time to pay | >98% within the TTP |
| Preparation and signature of grant agreements – estimated number:240 | Time to grant | >98% of the Grant agreements signed on time |
| - pre-financing number: 220 | Time to pay | 100% within the TTP |
| Reports review and execution of payment for projects, estimated number: - further pre-financings: 150 - interim payments requests: 57 - final payments requests: 212 | Time to pay | >98% within the TTP |
| Feedback to policy: - Policy fiches for projects within the LIFE Environment and Resource efficiency priority area | Produced fiches | ~ 60 fiches with policy feedback |
| - LIFE Thematic/IP Platform Meetings/Contractor meetings | Convened events | 4 thematic platform meetings with fact sheets (e-publication) /1 IP platform meeting/3 contractor meetings |
| -Others meetings | | Up to 3 Natura 2000 Biogeographical Process seminars & Up to 7 Interlife meetings + 1/yr meeting with HE/H2020 projects, partnerships and missions |

| | | |
|---|---|---|
| | | related to biodiversity |
| - Dissemination and exploitation of results | Number of projects benefitting from D&E support services (e.g. New Exploitation Booster, Innovation Radar, Results Packs) | At least 3 |
| -Other (project data for legislative initiatives, input to work programmes, documents extracting best practice from projects in a given policy field/aspect, different notes, including on strategic initiatives etc.) | Number of policy feedback contributions | At least 14 |
| Important communication outputs (list non-exhaustive) <ul style="list-style-type: none"> • EU Sustainable Energy Week Covenant of Mayors Investment Forum - Energy Efficiency Finance Market Place, Sustainable Energy Investment Forums • Participation and support for various events (ICLEI World Congress and others) • Info days • LIFE Awards 2021 High-level event, LIFE Awards Ceremony • Electronic LIFE CET newsletters - 11 per year to LIFE CET community • Factsheet on connectivity, energy efficiency, behavioral changes, green transport | Convened events Satisfaction rate of participants in info days Quality publications produced and disseminated | Up to 10 including info days and conferences >90% Up to 5 |

| Call planning 2021 LIFE | | | | | |
|---------------------------|--|--------------------------|---|---------------|------------------|
| Title | Call Ref. ²¹ | Publication date | Deadline for submission | TTG | Estimated budget |
| LIFE SAP OAG | LIFE-2021 | 04/2021 | 09/2021 | 05/2022 | TBC |
| LIFE SAP (two stage call) | LIFE-2021-two-stage | 04/2021 | 06/2021 (concept note) 02/2022 (full proposal) | 10/2022 | TBC |
| CA EPBD | LIFE-CAEPBD-CET-2021-IBA | 09/2021 | 11/2021 | 05/2021 | € 5 million |
| NGO Operating Grants | LIFE-NGO-2021-FPA LIFE-NGO-2021-SGA | 06/2021 10/2021 (SGA) | 08/2021 12/2021 (SGA) | 10/2021 (SGA) | TBC |
| LIFE SIP/SNAP/OA | LIFE-STRAT-2021-two-stage | 04/2021 | 09/2021 (concept note) 02/2022 (full proposal) | 10/2022 | TBC |
| Technical Assistance | LIFE-TA-2021 | 04/2021 | 07/2021 | 03/2022 | TBC |

²¹ Exact call references are to be confirmed.

Performance Table 10 – European Maritime Fisheries and Aquaculture Fund (EMFAF) and legacy

| General objective: European Green Deal Specific objective: 1 More sustainable and competitive fisheries and aquaculture by 2024 Specific objective: 2 A sustainable blue economy generating sustainable economic development, jobs and prosperity by 2024 Specific objective: 3 More sustainable fisheries worldwide and improved international ocean governance by 2024 From 2020–2024 DG MARE Strategic Plan | | |
|---|---|---|
| Main outputs in 2021: | | |
| Output | Indicator | Target |
| Evaluation of project proposals: – estimated number:120 [legacy] +7 - reimbursement of external experts | Time to inform Time to pay | 100% of the beneficiaries informed on time >98% within the TTP |
| Preparation and signature of grant agreements – estimated number:12 [legacy] +7 | Time to grant | >98% of the Grant agreements signed on time |
| -pre-financing number: 12 [legacy] | Time to pay | 100% within the TTP |
| Reports review and execution of payment for projects, estimated number: - interim payment requests: 34 (grants) and 21 (contracts) - final payment requests – estimated number: 18 (grants) and 37 (contracts). | Time to pay | >98% within the TTP |
| Feedback to policy: - produced project factsheets - studies published - DG MARE's events where CINEA will contribute with information from projects/contracts' results | Policy feedback contributions | Up to 10 factsheets Up to 10 studies Up to 2 events |
| Important communication outputs (list non-exhaustive) <ul style="list-style-type: none"> • Participation and support for various events (European Maritime Day, ECOMONDO and others) • Info days • Workshop on marine litter projects • Call and project visuals for web and social media | Convened events Satisfaction rate of participants in info days | Up to 5 including info days and conferences >90% |

| Call planning 2021 EMFAF– grants | | | | | |
|--|------------|------------------|-------------------------|-------------------|------------------|
| Title | Call Ref. | Publication date | Deadline for submission | TTG | Estimated budget |
| Blue economy window | 2020/2.1.8 | Q4 2020 | Q1 2021 | Q3/Q4 2021 | €20 million |
| Maritime Spatial Planning projects | 2021/2.4.1 | Q3 2021 | Q4 2021 | Q1/Q2 2022 | €3.9 million |
| Flagship projects promoting maritime cooperation in the Black sea and Atlantic | 2021/2.4.2 | Q3 2021 | Q4 2021/ Q1 2022 | Q2/Q3 2022 | €3.9 million |
| Action for a CISE incident alerting system | 2021/2.5.3 | Q3 2021 | Q4 2021 | Q2 2022 | €2.4million |
| <i>Directly awarded grants – voluntary contributions:</i> | | | | | |
| IATTC-Support to Management Strategy Evaluation for tropical tunas in the Inter-American Tropical Tuna Commission (IATTC) | 2021/2.3.1 | Q3 2021 | Q3/Q4 2021 | Q4 2021 /Q1 2022 | €0.5million |
| ICCAT-Annual meeting of the International Commission for the Conservation of Atlantic Tunas (ICCAT) | 2021/2.3.2 | Q2 2021 | Q2/Q3 2021 | Q3/Q4 2021 | € 0.6 million |
| ICCAT - Capacity development/Meeting participation fund | 2021/2.3.3 | Q3 2021 | Q3/Q4 2021 | Q4 2021 / Q1 2022 | € 0.3 million |
| ICCAT - Inter-sessional meetings | 2021/2.3.4 | Q2 2021 | Q2/Q3 2021 | Q3/Q4 2021 | €0.1 million |
| ICCAT- Development and capacity building within the International Convention for the Conservation of Atlantic Tunas (ICCAT) ONLINE MANAGEMENT SYSTEM | 2021/2.3.5 | Q3 2021 | Q3 2021 | Q4 2021 | €0.1 million |
| ICCAT - Strengthening the Scientific basis for decision-making | 2021/2.3.6 | Q4 2021 | Q4 2021/ Q1 2022 | Q1/Q2 2022 | € 1.7 million |
| NAFO-Ecosystem Based Approach to Fisheries Management (EAF) in Northwest Atlantic Fisheries Organisation | 2021/2.3.7 | Q4 2021 | Q4 2021/ Q1 2022 | Q1/Q2 2022 | €0.2 million |

| | | | | | |
|--|-------------|---------|-------------------|-------------------|--------------|
| NAFO-NEREIDA: Research in support of the re-assessment of NAFO bottom fisheries in 2022 | 2021/2.3.8 | Q4 2021 | Q4 2021/ Q1 2022 | Q1/Q2 2022 | €0.1 million |
| NASCO-Performance Review of the North Atlantic Salmon Conservation organisation (NASCO) | 2021/2.3.9 | Q2 2021 | Q2/Q3 2021 | Q3/Q4 2021 | €0.1 million |
| SIOFA-Strengthening the Scientific basis for decision-making | 2021/2.3.10 | Q3 2021 | Q3/Q4 2021 | Q4 2021 / Q1 2022 | €0.1 million |
| SPRFMO-Support to Management Strategy Evaluation for Jack mackerel in the South Pacific Fisheries Management Organisation (SPRFMO) | 2021/2.3.11 | Q3 2021 | Q3 2021 | Q4 2021 | €0.1 million |
| WCPFC-Strengthening the Scientific basis for decision-making | 2021/2.3.12 | Q4 2021 | Q4 2021 / Q1 2022 | Q4 2021 /Q1 2022 | €0.3 million |
| <i>Directly award grants – IBA:</i> | | | | | |
| Support to ECGFF | 2021/2.5.1 | Q4 2021 | Q4 2021/ Q1 2022 | Q1/Q2 2022 | €0.1 million |
| Support to MedCGFF | 2021/2.5.2 | Q2 2021 | Q3 2021 | Q4 2021 | €0.1 million |
| Support to the fight against Illegal, Unreported and Unregulated Fishing | 2021/2.6.1 | Q4 2021 | Q4 2021/ Q1 2022 | Q1/Q2 2022 | €0.4 million |
| Support to awareness raising about the Saami | 2021/2.6.2 | Q3 2021 | Q3 2021 | Q4 2021 | €0.1 million |
| Sustainable Seabed Knowledge Initiative (SsKi) / one thousand species' identification | 2021/2.6.3 | Q3 2021 | Q3/Q4 2021 | Q4 2021/Q1 2022 | €0.5million |

Call planning 2021 EMFAF – procurement

| Title | Call Ref. | Publication date | Deadline for submission | TTC | Estimated budget (EUR million) |
|--|------------------|-------------------------|--------------------------------|-----------------|---------------------------------------|
| Toolbox and Supporting Actions for an Algae Initiative | 2020/3.1.13 | Q2 2021 | Q3 2021 | Q4 2021 | €0.9 million |
| New Better regulation FWC | 2020/4.5.1 | Q2 2021 | Q3 2021 | Q1 2022 | N/A |
| Observatory on Blue economy activities | 2021/3.4.1 | Q3 2021 | Q3/Q4 2021 | Q4 2021/Q1 2022 | €1 million |
| Contribution to sectoral cooperation on skills in the blue economy | 2021/3.4.5 | Q4 2021 | Q1 2022 | Q3 2022 | €2.4 million |
| Continuation of the EU4Ocean coalition's work (Potential) sectoral cooperation on skills in the blue economy | 2021/3.4.6 | Q4 2021 | Q1 2022 | Q3 2022 | €1.3 million |
| Review study on the implementation of the WestMed initiative | 2021/3.4.7 | Q3 2021 | Q3 2021 | Q3/Q4 2021 | €0.2 million |
| Study for reporting obligations for ocean observation | 2021/3.4.9 | Q4 2021 | Q4 2021 /Q1 2022 | Q1/Q2 2022 | €0.3 million |
| Development and maintenance of EMODnet | 2021/3.4.10 | Q3 2021 | Q4 2021 /Q1 2022 | Q1/Q2 2022 | € 7 million |
| BlueInvest platform | 2021/3.4.11 | Q4 2021 | Q4 2021 | Q1/Q2 2022 | €2.4 million |
| EU Aquaculture Assistance Mechanism | 2021/3.4.12 | Q2 2021 | Q3 2021 | Q4 2021 | €1.8 million |
| Assistance Mechanism for the Implementation of Maritime Spatial Planning (MSP) | 2021/3.4.14 | Q1 2022 | Q2/Q3 2022 | Q3/Q4 2022 | €0.9 million |

Performance Table 11– on human resources management

Objective: The European Climate, Infrastructure and Environment Executive Agency 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: ²²Number and percentage of first female appointments to middle management positions²³

Source of data: CINEA organisation chart

Baseline

(30/04/2021)

19% (3/16)

Target

50% in 2024²⁴

21% in 2021

Indicator 2: CINEA staff engagement index

Source of data: Commission staff survey

Baseline

(last European Commission Staff Survey)

70%

Target

(next European Commission Staff Survey)

70%

Main outputs in 2021:

| Output | Indicator | Target |
|---|---------------------|------------------------|
| Multi-annual HR strategy 2021-2027 | Document management | approved by June 2021 |
| Learning and development strategy 2021 - 2022 | Document management | approved by March 2021 |

²² Seconded middle managers are part of the DGs' staff: The responsibility for achieving the targets is at DG level. The Agency is responsible for providing with a regular overview to its parent DGs of the gender representation in middle management within the Agency and coordinate between them.

²³ The functions of head of unit and head of department are defined as middle management functions.

²⁴ End of MFF period.

Performance Table 12 on sound financial management

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: Estimated risk at closure

Source of data: INEA 2020 AAR

Baseline

(2020)

[41,8 – 42,2 million EUR]

Target

(2021)

< 2% of relevant expenditure

Main outputs in 2021:

| Output | Indicator | Target |
|---|---|---|
| Effective controls: Legal and regular transactions | Risk at payment | remains <2 % of relevant expenditure |
| | Estimated risk at closure | remains <2 % of relevant expenditure |
| Efficient controls | Budget execution % of payments on time (amounts) | remains 100% of payment appropriations remains >98% of payments (in value) on time |
| Economical controls | Overall estimated cost of controls | remains <2 % of funds managed |
| Information session on the Internal Control Framework and the annual self-assessments | Delivery of the session | March 2021 |
| Information session on risk management activities | Delivery of the session | October 2021 |

Performance Table 13 on fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)²⁵ aimed at the prevention, detection and correction²⁶ of fraud

Indicator: Implementation of the actions included in CINEA's anti-fraud strategy over the strategy's lifecycle

Source of data: CINEA annual activity report and once adopted CINEA anti-fraud strategy

| Baseline | Interim milestone | Target |
|---------------------------------|-------------------|---|
| 01 January 2021 | N/A | 31 December 2023 |
| 0% of action points implemented | N/A ²⁷ | 100% of action points implemented in time |

Main outputs in 2021:

| Output | Indicator | Target |
|----------------------|----------------|------------------|
| CINEA's revised AFS | Approved AFS | 31 December 2021 |
| Delivery of training | Twice per year | 31 December 2021 |

²⁵ Communication from the Commission "Commission Anti-Fraud Strategy: 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'.

²⁶ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

²⁷ The Action Plan will be implemented once CINEA's revised AFS is adopted: hence, the number of actions points can only be estimated on this basis and provided in the next AWP.

Performance Table 14 on digital transformation and information management

Objective: The European Climate, Infrastructure and Environment Executive Agency is using innovative, trusted digital solutions for better policy-shaping, 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 solutions²⁸

Source of data: CINEA

| Baseline (2020) | Interim milestone (2022) | Target (2024) |
|--------------------|-----------------------------|------------------|
| 59% | 65% | 70% |

Indicator 2: Percentage²⁹ of CINEA's key data assets³⁰ for which corporate principles for data governance³¹ have been implemented

Source of data: CINEA

| Baseline (2020) | Interim milestone (2021) | Target (2024) |
|--------------------|---|---|
| 0% | The Agency will complete the first version of the data inventory (with support of local data correspondents network). | The Agency will further progress in implementing corporate data governance and data policies for their key data assets. |

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

²⁸ The European Commission Digital Strategy (C(2018)7118) 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.

²⁹ As this is a new initiative, percentages will be known once CINEA establish its inventory of key data assets at the end of 2021.

³⁰ A key data asset is defined as any entity that comprises a source of data based on projects or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata. Commission key data assets have been documented in the data inventory Ares(2019)2586155.

³¹ This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the EC data inventory. See [Ares\(2019\)4441343](#) in the context of the [DataStrategy@EC action plan](#). In summary, this means that for each key data asset, services should assess if the following principles have been respected:

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing and disseminating these data assets to implement the aforementioned requirements and processes.

A data governance hub will shortly offer a single point of access on the intranet for related guidance and information. It will be complemented by further practical guidance in the course of 2020.

| Source of data: CINEA | | |
|------------------------------|---|--|
| Baseline (2020) | Interim milestone (2021) | Target (2024) |
| 20% | 50% of staff dealing with personal data | 100% of staff in post for 6 months or longer |

| Main outputs in 2021: | | |
|--|---|--|
| Output | Indicator | Target |
| First version of the CINEA data inventory. | Approved CINEA Key data assets inventory. | Key data assets are included in a comprehensive inventory of Commission data assets. |
| Delivery of training | Once per year | 31 December 2021 |

Performance Table 15 on sound environmental management

Objective: The European Climate, Infrastructure and Environment Executive Agency takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021:

I. More efficient use of resources (energy, water, paper)

| Output | Indicator | Target |
|--|--|---|
| Participate in the end of the year energy saving action, by closing down buildings during the Christmas and New Year's holiday period. | 1 building participating in the action | -1% in total energy consumption (compared with the previous year) |

II. Reducing CO2, equivalent CO2 and other atmospheric emissions

| | | |
|---|---|--|
| Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week (September) and VeloMai corporate events (May) and/or, raise staff awareness in collaboration with OIB (on sustainable commuting: availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff for example) | 100% of staff informed increase of staff participating in VeloMai 20 additional bike parking facilities | Address all staff Increase sustainable commuters at the agency 5(%) ³² |
|---|---|--|

III. Reducing and managing waste

| | | |
|--|--------------------------------|------|
| Implement the EC Guidelines for sustainable meetings and events , e.g. reduce/eliminate single use plastics, gadgets/gifts | All Agency meetings and events | 100% |
|--|--------------------------------|------|

IV. Promoting green public procurement

| | | |
|---|------------------------|--|
| Staff awareness actions about GPP among EA's staff (such as "green items" among EC office supplies' catalogue in line with the EMAS corporate action on resource efficiency (and GPP) | 100% of staff informed | Address all staff % and value (EUR) of "green" items ordered |
|---|------------------------|--|

³² Only for Brussels: Based on the results of the staff mobility surveys conducted by OIB.

(March)) and/ or staff awareness actions on GPP in collaboration with OIB where appropriate (for example, introduce an EA-specific office supplies' catalogue, including only 100% "green items (if available))

V. Supporting biodiversity

Staff awareness actions on supporting biodiversity in urban sites (BXL) in collaboration with OIB (for example, sponsor the creation and maintenance of urban gardens, insect hotels and green roofs within EC-premises with the support of volunteers).

ongoing action

Participate in staff awareness actions in collaboration with OIB (other sites)

ANNEX 2 : RESOURCES: STAFF AND BUDGET

A. Administrative budget

| Programmes(*) | Title 1 | | | Title 2 | | | Title 3 | | | Total | | |
|---|-------------------|----------------|--|------------------|---------------|--|------------------|---------------|--|-------------------|----------------|--|
| | EU Budget | EFTA/EEA (**) | Other External Assigned Revenues (***) | EU Budget | EFTA/EEA (**) | Other External Assigned Revenues (***) | EU Budget | EFTA/EEA (**) | Other External Assigned Revenues (***) | EU Budget | EFTA/EEA (**) | Other External Assigned Revenues (***) |
| CEF Transport (including CEF Transport Cohesion and Military Mobility) | | | | | | | | | | | | |
| Operational | 10.932.437 | | | 1.368.914 | | | 614.599 | | | 12.915.949 | | |
| Horizontal | 1.521.923 | | | 190.569 | | | 85.559 | | | 1.798.051 | | |
| Subtotal | 12.454.360 | | | 1.559.483 | | | 700.158 | | | 14.714.000 | | |
| CEF Energy | | | | | | | | | | | | |
| Operational | 2.173.117 | | | 272.572 | | | 122.753 | | | 2.568.443 | | |
| Horizontal | 302.523 | | | 37.945 | | | 17.089 | | | 357.557 | | |
| Subtotal | 2.475.641 | | | 310.518 | | | 139.842 | | | 2.926.000 | | |
| CEF Telecom (*) | | | | | | | | | | | | |
| Operational | 779.048 | - | - | 109.725 | - | - | - | - | - | 888.773 | - | - |
| Horizontal | 108.453 | - | - | 15.275 | - | - | - | - | - | 123.728 | - | - |
| Subtotal | 887.500 | - | - | 125.000 | - | - | - | - | - | 1.012.500 | - | - |
| Horizon Europe | | | | | | | | | | | | |
| Operational | 9.256.024 | 228.647 | 615.296 | 1.182.544 | 29.212 | 78.610 | 257.425 | 6.359 | 17.112 | 10.695.993 | 264.218 | 711.018 |
| Horizontal | 1.288.547 | 31.830 | 85.656 | 164.624 | 4.067 | 10.943 | 35.837 | 885 | 2.382 | 1.489.007 | 36.782 | 98.982 |
| Subtotal | 10.544.571 | 260.477 | 700.952 | 1.347.168 | 33.278 | 89.553 | 293.261 | 7.244 | 19.495 | 12.185.000 | 301.000 | 810.000 |
| LIFE | | | | | | | | | | | | |
| Operational | 6.835.934 | 13.539 | | 893.586 | 1.770 | | 1.134.504 | 2.247 | | 8.864.024 | 17.556 | |
| Horizontal | 951.642 | 1.885 | | 124.398 | 246 | | 157.936 | 313 | | 1.233.976 | 2.444 | |
| Subtotal | 7.787.576 | 15.424 | | 1.017.984 | 2.016 | | 1.292.440 | 2.560 | | 10.098.000 | 20.000 | |
| European Maritime Fisheries and Aquaculture Fund (EMFAF) | | | | | | | | | | | | |
| Operational | 2.248.046 | | | 397.205 | | | 96.558 | | | 2.741.808 | | |
| Horizontal | 312.954 | | | 55.296 | | | 13.442 | | | 381.692 | | |
| Subtotal | 2.561.000 | | | 452.500 | | | 110.000 | | | 3.123.500 | | |
| Innovation Fund | | | | | | | | | | | | |
| Operational | | | 2.432.384 | | | 581.981 | | | 833.910 | | | 3.848.275 |
| Horizontal | | | 338.616 | | | 81.019 | | | 116.090 | | | 535.725 |
| Subtotal | | | 2.771.000 | | | 663.000 | | | 950.000 | | | 4.384.000 |
| Renewable Energy Financial Mechanism (REFM) | | | | | | | | | | | | |
| Operational | | | 244.906 | | | 24.578 | | | 11.411 | | | 280.896 |
| Horizontal | | | 34.094 | | | 3.422 | | | 1.589 | | | 39.104 |
| Subtotal | | | 279.000 | | | 28.000 | | | 13.000 | | | 320.000 |
| Just Transition Mechanism (JTM/PSLF) | | | | | | | | | | | | |
| Operational | | | 189.605 | | | 24.578 | | | 45.646 | | | 259.829 |
| Horizontal | | | 26.395 | | | 3.422 | | | 6.354 | | | 36.171 |
| Subtotal | | | 216.000 | | | 28.000 | | | 52.000 | | | 296.000 |
| Next Generation EU (NGEU) | | | | | | | | | | | | |
| Operational | | | 632.016 | | | 52.668 | | | 26.334 | | | 711.018 |
| Horizontal | | | 87.984 | | | 7.332 | | | 3.666 | | | 98.982 |
| Subtotal | | | 720.000 | | | 60.000 | | | 30.000 | | | 810.000 |
| Total per Source of Financing | 36.710.647 | 275.901 | 4.686.952 | 4.812.652 | 35.295 | 868.553 | 2.535.701 | 9.804 | 1.064.495 | 44.059.000 | 321.000 | 6.620.000 |
| Total per Budget Title | | | 41.673.500 | | | 5.716.500 | | | 3.610.000 | | | 51.000.000 |

(*) Include legacy programmes and new programmes to be mandated to the agency in 2021. CEF Telecom included until 31/03/2021.

(**) EFTA/EEA figures based on the hypothesis that an agreement with EFTA/EEA Member States is reached in 2021 for Horizon Europe.

(***) Other External Revenues include contributions from Horizon Europe, the Innovation Fund, the Renewable Energy Financial Mechanism (REFM), the Just Transition Mechanism (JTM) Pillar III and the Next Generation EU (NGEU) programmes.

Administrative budget – continued

| Budget title | | EU contribution | EFTA/EEA Contribution (*) | Other External Assigned Revenues | Total appropriations |
|----------------|---|-------------------|---------------------------|----------------------------------|----------------------|
| Title 1 | Staff Expenditure | 36.710.647 | 275.901 | 4.686.952 | 41.673.500 |
| Title 2 | Infrastructure and Operating Expenditure | 4.812.652 | 35.295 | 868.553 | 5.716.500 |
| Title 3 | Programme Support Expenditure | 2.535.701 | 9.804 | 1.064.495 | 3.610.000 |
| | TOTAL | 44.059.000 | 321.000 | 6.620.000 | 51.000.000 |

B. Human resources

| Programmes (1) | Staff (EU budget) | | | | | Staff from other fund sources (2) | | | | | Total all staff |
|--|-------------------|-----------------------------|---------------|-------------|-----------------------|-----------------------------------|--------------------------|--------------|--------------------|----------------------------|-----------------|
| | TAs | Of which seconded officials | CAs | SNEs | Total staff EU budget | EFTA/ EEA (3) | Third countries contrib. | ERI revenues | Next Generation EU | External Assigned revenues | |
| Connecting Europe Facility | 41,89 | 10,00 | 125,68 | 0,00 | 167,58 | 0,00 | 0,00 | | | 0,00 | 167,58 |
| Transport (including CEF transport Cohesion Funds and military mobility) | 34,70 | 9,00 | 104,09 | | 138,78 | | | | | | 138,78 |
| Energy | 7,20 | 1,00 | 21,60 | | 28,79 | | | | | | 28,79 |
| Subtotal operational staff | 35,20 | 11,00 | 114,12 | | 149,32 | | | | | | 149,32 |
| Subtotal management and administrative support staff | 6,69 | 2,00 | 11,56 | | 18,25 | | | | | | 18,25 |
| Horizon Europe | 32,43 | 11,00 | 97,30 | 0,00 | 129,74 | 4,00 | 11,00 | | | 0,00 | 144,74 |
| Pillar 2, Cluster 5: Climate, Energy and Mobility | 32,43 | 11,00 | 97,30 | | 129,74 | 4 | 11 | | | | 144,74 |
| Subtotal operational staff | 27,26 | 9,00 | 88,35 | | 115,61 | 4,00 | 11,00 | | | | 130,61 |
| Subtotal management and administrative support staff | 5,18 | 2,00 | 8,95 | | 14,13 | | | | | | 14,13 |
| LIFE | 30,53 | 6,00 | 91,60 | 0,00 | 122,14 | 0,00 | 0,00 | | | 0,00 | 122,14 |
| Climate actions | 3,35 | 1,00 | 10,05 | | 13,41 | | | | | | 13,41 |
| Clean energy transition | 13,19 | 1,00 | 39,57 | | 52,76 | | | | | | 52,76 |
| Environment - circular economy, nature & Biodiversity | 13,99 | 4,00 | 41,98 | | 55,98 | | | | | | 55,98 |
| Subtotal operational staff | 25,66 | 6,00 | 83,18 | | 108,84 | | | | | | 108,84 |
| Subtotal management and administrative support staff | 4,88 | 0,00 | 8,43 | | 13,30 | | | | | | 13,30 |
| European Maritime and Fisheries and Aquaculture Fund | 9,84 | 4,00 | 29,51 | 0,00 | 39,35 | 0,00 | 0,00 | | | 0,00 | 39,35 |
| Integrated Maritime Projects | 9,84 | 4 | 29,51 | | 39,35 | | | | | | 39,35 |
| Subtotal operational staff | 8,27 | 4,00 | 26,80 | | 35,06 | | | | | | 35,06 |
| Subtotal management and administrative support staff | 1,57 | 0,00 | 2,71 | | 4,29 | | | | | | 4,29 |
| Innovation Fund | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | | | 29,00 | 29,00 |
| Innovation Fund | | | | | | | | | | 29,00 | 29,00 |
| Subtotal operational staff | | | | | | | | | | 25,84 | 25,84 |
| Subtotal management and administrative support staff | | | | | | | | | | 3,16 | 3,16 |
| NGEU | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | | 17,14 | | 17,14 |
| NGEU | | | | | | | | | 17,14 | | 17,14 |
| Subtotal operational staff | | | | | | | | | 15,28 | | 15,28 |
| Subtotal management and administrative support staff | | | | | | | | | 1,87 | | 1,87 |
| JTM | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | | | 4,43 | 4,43 |
| 3rd pillar | | | | | | | | | | 4,43 | 4,43 |
| Subtotal operational staff | | | | | | | | | | 3,95 | 3,95 |
| Subtotal management and administrative support staff | | | | | | | | | | 0,48 | 0,48 |
| REFM | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | | | 4,50 | 4,50 |
| REFM | | | | | | | | | | 4,50 | 4,50 |
| Subtotal operational staff | | | | | | | | | | 4,01 | 4,01 |
| Subtotal management and administrative support staff | | | | | | | | | | 0,49 | 0,49 |
| Total | 114,70 | 31,00 | 344,10 | 0,00 | 458,80 | 4,00 | 11,00 | 0,00 | 17,14 | 37,93 | 528,87 |

(1) Based on the number of staff in CINEA 2021-2027 Specific Financial Statement

(2) Including establishment plan posts for the Innovation Fund (8, out of which 1 seconded official), for the Just Transition Mechanism (1), the Renewable Energy Financing Mechanism (1), and the Next Generation EU (4) and the contract agents financed with EFTA/EEA contributions, contributions paid by (potential) candidate and third countries, the Innovation Fund, the Renewable Energy Financing

(3) EFTA/EEA figures based on the hypothesis that an agreement with EFTA/EEA Member States is reached in 2021 for Horizon Europe.

C. Delegated operational appropriations

The following figures are indicative.

| Budget lines | Commitment appropriations (€ million) | | | | | Payment appropriations (€ million) | | | | |
|---|---------------------------------------|------------|--------------------------|--------------------|---------------|------------------------------------|------------|--------------------------|--------------------|---------------|
| | EU Budget | EFTA/EEA | Third Countries contrib. | Next Generation EU | Total | EU Budget | EFTA/EEA | Third Countries contrib. | Next Generation EU | Total |
| CEF and its legacy | | | | | | | | | | |
| 02 03 99 01 - Completion of previous "Connecting Europe Facility (CEF) – Transport" programmes (prior to 2021) Legacy: CEF Transport, Ten-T | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 1350,0 | 0,0 | 0,0 | 0,0 | 1350,0 |
| 05 03 99 03 - Completion of the "Connecting Europe Facility (CEF) – Cohesion Fund (CF) allocation" (2014-2020) Legacy: CEF Cohesion | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 1200,0 | 0,0 | 0,0 | 0,0 | 1200,0 |
| 02 03 99 02 - Completion of previous "Connecting Europe Facility (CEF) – Energy" programmes (prior to 2021) Legacy: CEF Energy | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 385,0 | 0,0 | 0,0 | 0,0 | 385,0 |
| 02 03 01 - "Connecting Europe Facility (CEF)" - Transport CEF Transport* | 1762,0 | 0,0 | 0,0 | 0,0 | 1762,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| 05 03 03 - Cohesion Fund - contribution to the Connecting Europe Facility (CEF) CEF Transport - Cohesion* | 1427,0 | 0,0 | 0,0 | 0,0 | 1427,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| 13 04 01 - Military mobility CEF Transport - Military mobility* | 224,3 | 0,0 | 0,0 | 0,0 | 224,3 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| 02 03 02 - "Connecting Europe Facility (CEF)" - Energy CEF Energy | 776,4 | 0,0 | 0,0 | 0,0 | 776,4 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| Total CEF and its legacy | 4189,7 | 0,0 | 0,0 | 0,0 | 4189,7 | 2935,0 | 0,0 | 0,0 | 0,0 | 2935,0 |
| *CEF Transport commitments based on the amounts included in the CINEA SFS (plus the additional credits included in the Budget 2021 - top-up CEF Transport General envelope) | | | | | | | | | | |

Delegated operational appropriations – continued

| Budget lines | | | | | | | | | | | |
|--|---|---------------------------------------|-------------|--------------------------|--------------------|---------------|------------------------------------|-------------|--------------------------|--------------------|--------------|
| | | Commitment appropriations (€ million) | | | | | Payment appropriations (€ million) | | | | |
| | | EU Budget | EFTA/EEA | Third Countries contrib. | Next Generation EU | Total | EU Budget | EFTA/EEA | Third Countries contrib. | Next Generation EU | Total |
| Renewable Energy Financial Mechanism - FinMech | | | | | | | | | | | |
| 02 20 03 06 - Renewable Energy Financial Mechanism | Renewable Energy Financial Mechanism* | 0,0 | 0,0 | 75,0 | 0,0 | 75,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | Total Renewable Energy Financial Mechanism - FinMech | 0,0 | 0,0 | 75,0 | 0,0 | 75,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| *the amount correspond to the SFS data, to be reviewed during the year | | | | | | | | | | | |
| Just Transition Mechanism - JTM | | | | | | | | | | | |
| 09 04 01 - Public Sector Loan Facility under the Just Transition Mechanism | Just Transition Mechanism | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | Total Just Transition Mechanism - JTM | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| Horizon Europe and its legacy | | | | | | | | | | | |
| 01 02 99 01 - Completion of previous research programmes (prior to 2021) | Legacy: H2020* | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 847,7 | 22,8 | 71,9 | 0,0 | 942,3 |
| 01 02 02 50 - Cluster 'Climate, Energy and Mobility' | Horizon Europe | 1034,5 | 27,9 | 0,0 | 428,5 | 1491,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| *with Legacy coming from EASME | | | | | | | | | | | |
| | Total Horizon Europe and its legacy | 1034,5 | 27,9 | 0,0 | 428,5 | 1491,0 | 847,7 | 22,8 | 71,9 | 0,0 | 942,3 |
| Innovation Fund | | | | | | | | | | | |
| 17 03 01 - Innovation Fund - Operational expenditure | Innovation Fund | 0,0 | 0,0 | 1100,0 | 0,0 | 1100,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | Total Innovation Fund | 0,0 | 0,0 | 1100,0 | 0,0 | 1100,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |

Delegated operational appropriations – continued

| Budget lines | Commitment appropriations (€ million) | | | | | | Payment appropriations (€ million) | | | | |
|--|--|----------------|--------------------------|--------------------|--------------|----------------|------------------------------------|--------------------------|--------------------|------------|----------------|
| | EU Budget | EFTA/EEA | Third Countries contrib. | Next Generation EU | Total | EU Budget | EFTA/EEA | Third Countries contrib. | Next Generation EU | Total | |
| LIFE and its legacy | | | | | | | | | | | |
| 09 02 99 01 - Completion of the "Programme for Environment and Climate Action (LIFE)" (prior to 2021) | Legacy: LIFE* | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 254,5 | 0,0 | 0,0 | 0,0 | 254,5 |
| 09 02 01 - Nature and biodiversity | Programme for Environment and Climate Action (LIFE) | 234,8 | 0,0 | 0,0 | 0,0 | 234,8 | 0,6 | 0,0 | 0,0 | 0,0 | 0,6 |
| 09 02 02 - Circular economy and quality of life | Programme for Environment and Climate Action (LIFE) | 155,9 | 0,0 | 0,0 | 0,0 | 155,9 | 0,5 | 0,0 | 0,0 | 0,0 | 0,5 |
| 09 02 03 - Climate change mitigation and adaptation | Programme for Environment and Climate Action (LIFE) | 111,0 | 0,0 | 0,0 | 0,0 | 111,0 | 0,4 | 0,0 | 0,0 | 0,0 | 0,4 |
| 09 02 04 - Clean energy transition | Programme for Environment and Climate Action (LIFE) | 114,4 | 0,0 | 0,0 | 0,0 | 114,4 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | Total LIFE and its legacy | 616,1 | 0,0 | 0,0 | 0,0 | 616,1 | 256,0 | 0,0 | 0,0 | 0,0 | 256,0 |
| *up to the total amount available on the line, including the share that EASME will execute until 01/04 | | | | | | | | | | | |
| European Maritime Fisheries and Aquaculture Fund (EMFAF) and compulsory contributions to International bodies | | | | | | | | | | | |
| 08 04 99 02 - Completion of the "European Fisheries Fund (EFF)" and of the "European Maritime and Fisheries Fund (EMFF)" — Operational expenditure under direct management (prior to 2021) | Legacy: EMFF* | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 49,9 | 0,0 | 0,0 | 0,0 | 49,9 |
| 08 04 02 - European Maritime Fisheries and Aquaculture Fund (EMFAF) | European Maritime Fisheries and Aquaculture Fund (EMFAF) | 38,5 | 0,0 | 0,0 | 0,0 | 38,5 | 3,3 | 0,0 | 0,0 | 0,0 | 3,3 |
| 08 05 02 - Promoting sustainable development for fisheries management and maritime governance in line with the CFP objectives (Compulsory contributions to International bodies) | Compulsory contributions to International bodies | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | Total European Maritime Fisheries and Aquaculture Fund (EMFAF) and compulsory contributions to International bodies | 38,5 | 0,0 | 0,0 | 0,0 | 38,5 | 53,2 | 0,0 | 0,0 | 0,0 | 53,2 |
| *up to the total amount available on the line, including the share that EASME will execute until 01/04 | | | | | | | | | | | |
| Total of operational appropriations managed by the Executive Agency: | | 5.878,8 | 27,9 | 1.175,0 | 428,5 | 7.510,3 | 4.091,8 | 22,8 | 71,9 | - | 4.186,5 |