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ANNEX

ANNEX

to the

Commission Decision

approving the 2025 Work Programme of the European Research Executive Agency

European Commission

Annual work programme 2025

EUROPEAN RESEARCH EXECUTIVE AGENCY (REA)

Contents

FOREWORD. Message from the Director

As we embark on the second half of the 2021–2027 multiannual financial framework period, the European Research Executive Agency (REA) stands at a pivotal moment, poised to address the new challenges and opportunities arising from the appointment of a new College of Commissioners.

We navigate uncertain times, characterised by geopolitical tensions and an increasingly complex global landscape. REA remains committed to its core mission: to foster excellent science and innovation for the benefit of European citizens and future generations and deliver efficient administrative and logistical support to the Commission services. This Annual Work Programme for 2025 sets out a clear roadmap for achieving this vision, through a combination of strategic priorities, operational improvements, and a continued commitment to excellence.

In 2025, REA will continue to simplify its operations, leveraging the increasing use of new cost options, such as lump sum grants and unit rates for personnel costs. This will enable us to provide better service to programme participants while maintaining our commitment to excellence. As we prepare for the next Research Framework Programme, REA is actively participating in reflections about its design, sharing our long-standing experience in implementing the three predecessor programmes. In this context, REA stands ready to contribute to the new College's overall endeavour towards simplifying participation in the next generation of funding programmes.

To support the policy work of the Commission with scientific evidence produced by the funded projects, we collaborate closely with Commission's services, prepare, and deliver high priority Feedback to Policy (F2P) activities commonly agreed with the necessary flexibility to cater for the new College's priorities.

The significant additional budget contributed by the countries associated to the Horizon Europe Framework Programme will increase the number of proposals submitted and grants to be managed. This increase in delegated budget is accompanied by staffing adjustments, and we will complete recruitment in the first few months of the year.

The REA Validation Service, together with the Commission central services, will further explore efficiency gains and alternative control strategies to prepare for a possible higher demand for ownership and control assessments for programmes addressing the new geopolitical landscape by introducing more restrictions to participation to selected calls.

I am confident that, together with our partners and stakeholders, we will deliver another successful year for REA and make a meaningful contribution to the European research and innovation landscape.

PART 1. Mission statement

Mandated by the European Commission to support the EU's Research and Innovation policy, REA funds and assists high-quality research and innovation projects that generate knowledge leading to a greener world, in which Europe has prosperous, inclusive economies and societies that take full advantage of the digital age.

REA is promoting its mission through the motto "Fostering excellent science for future generations". To pursue this mission, REA undertakes the following activities:

Manage the selection of the proposals to fund, conclude and implement grant agreements, and enable the take-up of project results – including for effective policy-making – for:

 a. major parts of the **Horizon Europe** Research and Innovation Programme (2021–2027) aiming at boosting the Union's productivity and competitiveness, sustaining our socio-economic model and values, and enabling innovative and systemic solutions to the challenges faced by our societies;
 b. information provision and promotion measures concerning agricultural products (2021-2027) (**AGRIP**) to enhance the competitiveness of the Union's agricultural sector;
 c. the Research Programme of the Research Fund for Coal and Steel (**RFCS**).

Implement the remaining stages of the grant agreements concluded under predecessor programmes, and enable the take-up of project results – including for effective policy-making – for:

 a. the **Horizon 2020** Research Framework Programme;
 b. information provision and promotion measures concerning agricultural products pre-2021;
 c. the Research Programme of the Research Fund for Coal and Steel pre-2021.

Provide administrative and logistical support services:
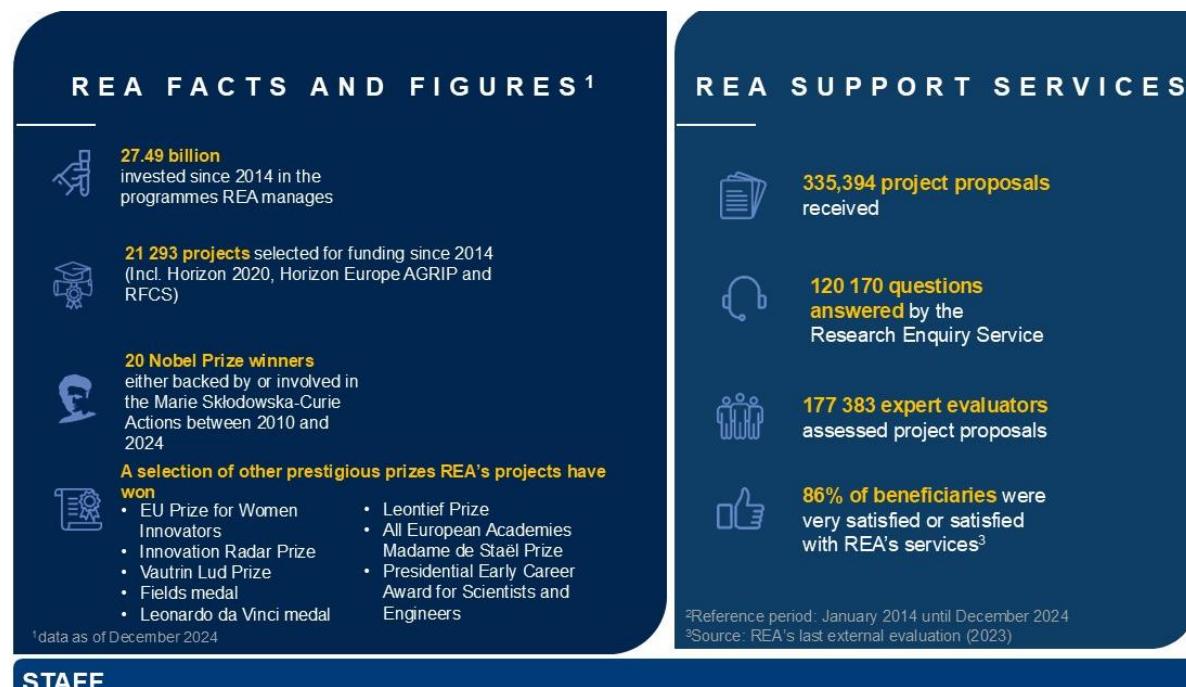
 a. to EU bodies implementing Horizon Europe and other programmes. These services include **planning and support for publication of calls** for proposals and contests for prizes; logistical support for the evaluations, including the **management of the evaluation facility**; **contracting and payment of independent experts** who evaluate proposals.
 b. as a single-entry point for participants in grants, prizes and procurement activities for all EU direct management programmes implemented through the Single Electronic Data Interchange Area (SEDIA). REA services for SEDIA include: **validation of legal entities**, including an **assessment of third-country control** over participants for specific programmes (Horizon Europe, Digital Europe, European Defence Industrial Development Programme and EU Defence Fund); **financial capacity assessment** of applicants; and the **Research Enquiry Service**, which answers questions on the validation process from participants for all programmes and general enquiries from citizens on EU research and innovation funding.

PART 2. Key performance indicators

Key Performance Indicator	Indicator	Target
KPI 1 – Full implementation of the operational budget	Percentage of execution of the 2024 operational budget (commitments and payments)	100% (at year-end)
KPI 2 – Rapid conclusion of grant agreements ('Time-To-Grant')	Time-To-Grant (TTG): Time from call deadline to grant signature (% of projects signed within the deadline set by the legal basis)	100% grants signed within - 8 months for Horizon Europe - 9 months for RFCS and AGRIP
KPI 3 – High quality of the key procedures for scientific and grant management	Share of projects that achieved most of their objectives	90%
	Number of complaints on evaluation results upheld or partially upheld (evaluation review)	Maximum 0.5% of all proposals evaluated
KPI 4 – Legality/regularity of financial transactions	Estimated risk at closure	**Horizon 2020:** As close as possible to 2% **Horizon Europe, AGRIP and RFCS:** Below 2%.
KPI 5 – Providing efficient support services to the Research DGs and other client services	Time to validate	95% of validations/assessments completed on time (25 days from complete file)
	Expert payment	100% of experts paid within 30 days

PART 3. Delivering on the Commission's priorities: main outputs for 2025

Figure 1. Overview of REA activities and delegated budget

HORIZON EUROPE

Marie Skłodowska-Curie Actions
€7.5 billion

Research Infrastructures
€2.2 billion

Culture, Creativity, Inclusive Society
€2.1 billion

Civil Security for Society
€1 billion

Food Bioeconomy, Natural Resources, Agriculture, Environment
€7.4 billion

Widening participation, Spreading excellence
€2.6 billion

Reforming and enhancing European R&I
€476 million

Other EU Programmes

Research Fund for Coal and Steel[1]
€780 million

Promotion of Agri-food products
€432 million

- DG Research and Innovation
- DG Education, Youth, Culture and Sport
- DG Agriculture and Rural Development
- DG Communications Networks, Content and Technology
- DG Migration and Home affairs
- DG Environment
- DG Employment, Social Affairs and Inclusion

REA FACTS AND FIGURES[1]

27.49 billion invested since 2014 in the programmes REA manages

21 293 projects selected for funding since 2014 (Incl. Horizon 2020, Horizon Europe AGRIP and RFCS)

20 Nobel Prize winners either backed by or involved in the Marie Skłodowska-Curie Actions between 2010 and 2024

A selection of other prestigious prizes REA's projects have won
- EU Prize for Women Innovators
- Innovation Radar Prize
- Vautrin Lud Prize
- Fields medal
- Leonardo da Vinci medal
- Leontief Prize
- All European Academies Madame de Staël Prize
- Presidential Early Career Award for Scientists and Engineers

[1]data as of December 2024

REA SUPPORT SERVICES

335,394 project proposals received

120 170 questions answered by the Research Enquiry Service

177 383 expert evaluators assessed project proposals

86% of beneficiaries were very satisfied or satisfied with REA's services[3]

[2]Reference period: January 2014 until December 2024
[3]Source: REA's last external evaluation (2023)

STAFF

More than **900** of **26** nationalities   **32%** **68%**   **50%** female managers

REA's mandate

Annexes I-VII of the [REA Delegation Act](#) set out in detail the tasks delegated to the Agency in the management of the funding programmes and programme parts that it implements. Within these areas, the Act entrusts REA with managing the full project lifecycle, based on the policy priorities and framing conditions stipulated in the Work Programmes (or other legal bases) adopted by the Commission for each programme:

- Commission Implementing Decision on the Horizon Europe Work Programme 2025 to be adopted in April 2025.
- Commission Implementing Decision C(2024) 8679 final of 12.12.2024 on the financing of information provision and promotion measures concerning agricultural products implemented in the internal market and in third countries and the adoption of the work programme for 2025.
- Commission Implementing Decision C(2025) 74 final of 15 January 2025 on the financing of the Research Programme of the Research Fund for Coal and Steel (RFCS) and the adoption of the work programme of 2025.

The Agency's mandate also covers the management of the portfolio of running projects financed by the predecessor programmes of those listed above.
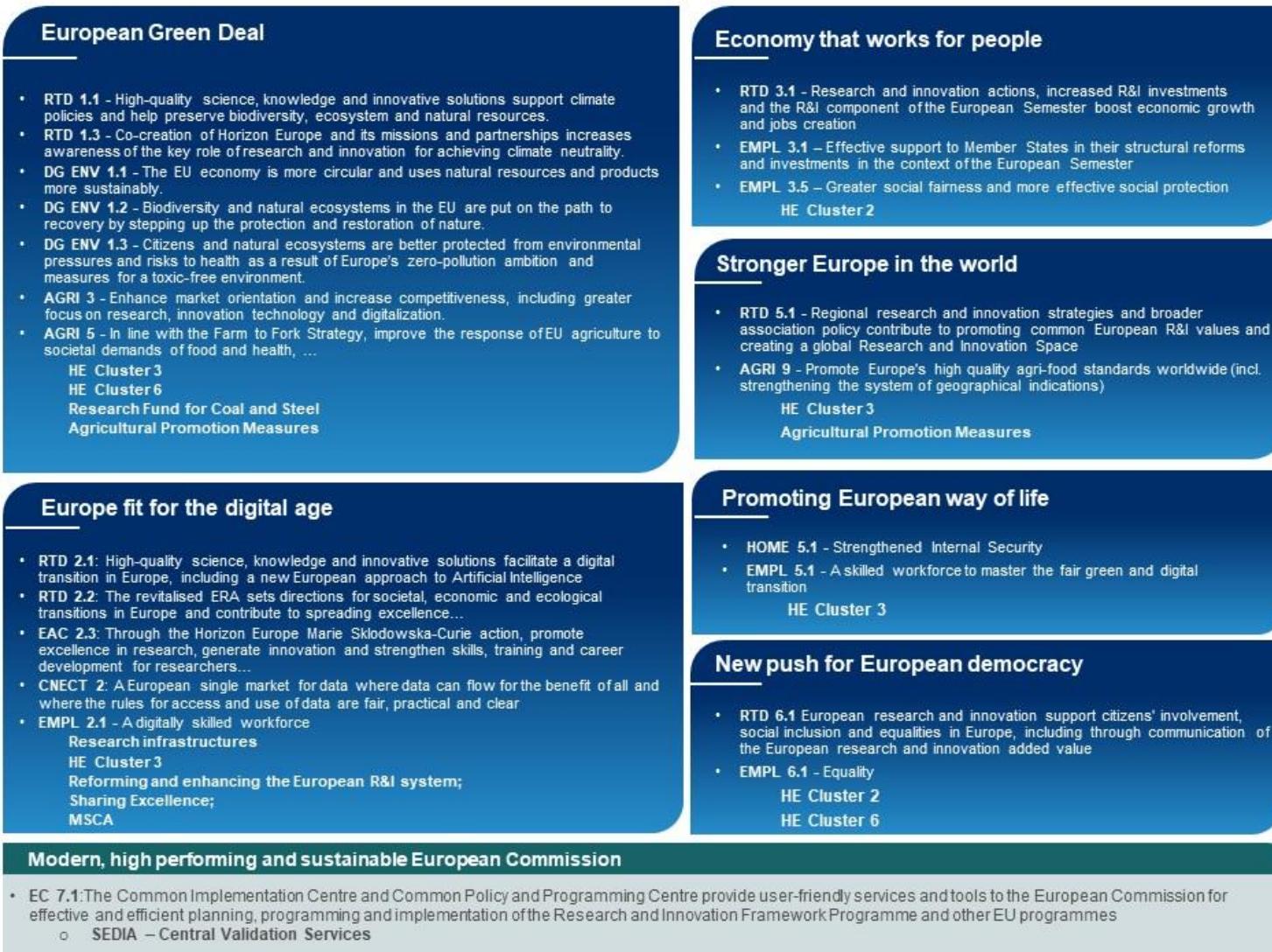
In 2025, REA will continue to contribute to the achievement of all six Commission's political priorities for 2020-2024. The connections between the programmes implemented by the Agency, the objectives of its parent DGs, and the Commission's priorities, are shown in Figure 2 below. In addition, the parts of the REA portfolio that support multiple fields of research and innovation (i.e. 'bottom-up' programme parts such as the Marie Skłodowska-Curie Actions (MSCA), Research Infrastructures, and actions to widen participation in research programmes) make contributions to multiple political priorities and strategic objectives.

Links between REA's activities and the new Commission political priorities for 2025-2029 will be established in the first months of the year.

This part of the annual work programme gives details about the planned outputs per **programme** and programme part **managed by REA**. For information on the purpose and actions of the programmes mentioned, please see the [REA website](#).

It also gives details of activities related to the **participant management** and the **expert management and support services** provided by REA to other EU institutions, agencies and bodies. REA's precise responsibilities are described in a set of dedicated rules and working modalities adopted through the Commission's governance arrangements for the related business processes.

Figure 2. Overview of REA's contribution to the Commission priorities

Cross-cutting aspects relating to all programme management activities

Supporting the Commission's policymaking

Scientific evidence is one of the cornerstones of the European Commission's Better Regulation process. Horizon programmes, along with other EU-funded research and innovation activities, offer valuable opportunities for knowledge valorisation and evidence-informed policymaking. REA engages in Feedback to Policy (F2P) activities to help the Commission take advantage of these opportunities.

In 2025, REA will continue to support a broad spectrum of F2P activities based on Commission demands which are converted into programme-specific F2P plans. These activities range from portfolio lists and policy briefs to policy roundtables and feedback to those drafting Horizon Europe Work Programmes.

Beyond the programme-specific F2P activities, REA intends to support efforts in relation to:

- cross-programme synergy projects in the areas of democracy and AI;
- assess and further build F2P capacity within and beyond the Agency by developing F2P product templates and providing training and supporting peer learning;
- connect REA's F2P activities to efforts within the Commission and other executive agencies for evidence-informed policymaking.

In the specific area of dissemination and exploitation of project results, REA will proactively engage with new initiatives and instruments developed by Commission services and promote them via its external communication activities.

Information and Communication

Effective communication offers important support to REA's mission. It helps attract more applicants to under-subscribed calls, improve the quality of proposals and their implementation by drawing attention to EU support tools and guidance. It alerts policymakers and citizens to the value EU-funded research provides to addressing societal challenges, and it increases the engagement of stakeholders and professional communities with EU R&I policies and programmes.

In 2025, REA will further boost its information and communication activities by improving its digital outreach via existing channels (website, social media accounts, programme newsletters, etc.) along with those jointly managed with partners in the Commission's R&I family (Instagram, Facebook). The outreach also stands to benefit in 2025 from a proactive involvement of REA in coordination networks with its institutional partners, from the Agency's parent DGs to other executive agencies.

Communication activities will specifically highlight how projects managed by REA contribute to EU policy implementation. While the new Commission's priorities and work programme still need to be detailed, REA plans to offer support through:

- Identifying and proposing impactful projects for campaigns, in partnership with institutional knowledge valorisation and feedback to policy teams within and beyond REA;
- Developing and sharing guidance and advice to beneficiaries that help projects in relation to dissemination and exploitation, and policy impact;
- Sharing materials and messages with REA-managed projects and encouraging coordinators to act as multipliers;
- Identifying and proposing successful projects and/or speakers for milestone events such as R&I Days, Osaka World Expo, and EU Open Day;
- Supporting the DGs' communication on key R&I initiatives, such as the framework programmes evaluation, the implementation of the EU Missions, and the preparation of FP10.

A. Horizon Europe and legacy of Horizon 2020

This section highlights aspects that will receive particular attention from the REA units that implement the Horizon Europe and Horizon 2020 programmes. Details on expected outputs per programme part in 2025 can be found in the performance tables in ANNEX 1.

Regarding **project management**, at the end of 2025 the number of ongoing legacy projects will be only a tenth of what they were at the beginning of REA's current mandate in 2021 and less than a tenth of the total number of projects managed by REA. In other words, the focus is now very much on managing Horizon Europe, with an eye also on preparations and providing input to the Commission for the next framework programme for R&I.

The progressive rollout of **new simplified forms of funding** will continue as planned. Thanks to the experience accumulated in previous years, the administrative processes and procedures have now been streamlined, and the conditions are right for increasing substantially the proportion of topics in the Work Programme 2025 making use of lump sums. REA will also continue to participate in Info Days organised at national level to explain the new funding mechanisms and their impact on the proposal writing and project implementation.

The Horizon Europe **Work Programme 2025** is expected to be adopted at the beginning of the second quarter, later than usual. This will shift the evaluation of many calls to the last quarter of the year. The inclusion of two-stage calls with blind evaluation during the first stage is under consideration for 2025. REA stands ready to implement this approach, building on the experience gained from the 2023 pilot.

Given the significant oversubscription to certain calls, REA will reflect on the **development of a more efficient evaluation process** that can be scaled up to accommodate possible increased applications.

Marie Skłodowska-Curie Actions (MSCA)

In 2025, REA will launch and implement seven MSCA calls for proposals, including one from the Horizon Europe Work Programme 2024, with a total budget of approximately EUR 1 017 million. It is expected that approximately 7 700 researchers will benefit from the 2025 calls funded through this competitive and prestigious programme. The Postdoctoral Fellowship call will remain linked to the existing ERA fellowships scheme, which the countries targeted by R&I widening measures appreciate for its scope and for the simplicity of the application process.

Achieving key performance targets in 2025 will require significant resources due to the increased number of proposals and grant agreements. To address this challenge, REA will work with the Directorate-General for Education, Youth, Sport and Culture (DG EAC) and the Common Implementation Centre (CIC) of DG RTD to further improve its processes. Specifically, REA will focus on streamlining the MSCA evaluation system.

The UK association will impact MSCA business processes significantly, resulting in an increase in the number of submitted proposals and recruitment efforts.

REA will continue to organise dedicated training sessions for MSCA National Contact Points (NCPs).

For the **MSCA4Ukraine** scheme, a modest increase of 50 fellowships (to a total of 175) will be implemented in 2025, thanks to a EUR 10 million top-up amendment in the call of the Horizon Europe Work Programme 2023- 2025.

Finally, REA will build on its successful industry outreach efforts, which will continue in the context of the preparations for the next framework programme for R&I..

Research infrastructures

REA will focus on implementing the Horizon Europe Work Programme 2025, which is expected to have a budget of approximately EUR 400 million. This is the largest allocated to this programme part to date. It is expected that the number of proposals submitted will continue to increase.

In the first half of 2025, two policy-related events are planned. The first will be a workshop focused on transnational access to research infrastructures, specifically targeting coordinators of projects targeting the development of the research infrastructure landscape and related services. The second will be a cluster event co-organised with the Commission, which will focus on the **Destination Earth** projects implemented by REA. The Destination Earth initiative is a pioneering endeavour aimed at creating a highly accurate digital twin of the Earth to enable actionable adaptation strategies and mitigation measures to combat the effects of climate change. Cluster 2: culture, creativity and inclusive society

Whilst still in the making, Horizon Europe Work Programme 2025 is expected to bring some efficiency gains by setting a single call deadline for all calls in Cluster 2 as well as an increase in the use of lump sum funding.

The first co-funded partnership for Cluster 2 is expected to be launched in 2025. The evaluation of the 2024 flagship call for the **European Collaborative Cloud for Cultural Heritage** will take place in the first semester of 2025.

REA will be actively involved in providing feedback to policy activities, working closely with the Commission. A 2025 Feedback to Policy Plan will be prepared and adopted by the Joint Team. This Plan will ensure that the impact of the project portfolio is maximised and remains focused on priority policy areas.

The Plan will continue to contribute to the development of the Commission's future research and innovation agenda, as well as major policy initiatives identified by DGs RTD, EMPL and EAC such as the development of the Commission's future research and innovation skills and education and migration agendas. This will be achieved through events and written contributions that aim to bridge the gap between research and policy, thereby contributing to evidence-based policies.

Cluster 2 will deliver bespoke training sessions on the **Science for Policy competence framework** in collaboration with the JRC. These sessions will be provided for newly launched projects, ensuring that they are equipped to generate maximum impact during the projects' lifetime.

Cluster 3: civil security for society

REA will continue to utilise its expertise in security research to ensure effective monitoring of projects funded under Horizon Europe. Particular attention will be given to the

implementation of the rules for handling EU Classified Information (EUCI) within any EU programme or activity.

REA will continue to strengthen cooperation between the Directorate-General for Migration and Home Affairs and project beneficiaries through the organisation of dedicated events and the provision of structured policy feedback. In addition to monitoring the implementation of 32 projects selected for funding under Horizon Europe Work Programme 2023- 2025, REA will evaluate in 2025 five calls and 23 topics launched in 2024. This evaluation is expected to result in the selection of approximately 34 projects.

A key challenge in Cluster 3 is transferring research results into tangible products and solutions. To address this, REA will seek the active involvement of end-users, including law enforcement agencies, customs authorities, and first responders. This is expected to boost the impact and uptake of results, ultimately driving their deployment.

Cluster 6: food, bioeconomy, natural resources, agriculture and environment

Following the adoption of the Horizon Europe Work Programme 2025, REA will conduct evaluations in three large calls covering the seven Cluster 6 Destinations, with deadlines scheduled for autumn 2025. These evaluation sessions will include a significant number of lump sum topics.

The implementation of **European Co-funded Partnership** grants will continue in 2025, building on the success of previous initiatives. These grants will focus on Biodiversity, Blue Economy, Water4All, Agroecology, Animal Health and Welfare, Sustainable Food Systems, and Agriculture of Data. A new European Partnership on Forests and Forestry for a Sustainable Future will be launched, complementing the existing partnerships with Member States and Associated Countries. These partnerships are driving policy development and ensuring a consistent research and innovation agenda for European and national funding.

REA will develop a Feedback to Policy plan for 2025 in collaboration with interested Directorates-General. This plan will ensure that research results are used to support different DGs in EU priority policy areas. Furthermore, REA expects to participate in around 100 different communication and/or Feedback to Policy events in 2025, ranging from cluster meetings to policy workshops and conferences.

Widening participation and spreading excellence

In 2025, REA will continue to manage various actions that build on previous Horizon 2020 initiatives, including ERA Chairs, Twinning, and Teaming. Additionally, REA will oversee the new actions introduced in Horizon Europe, such as Excellence Hubs, the European Excellence Initiative (EEI), ERA Talents, and Pathway to Synergies.

REA will monitor the implementation of a new Dissemination & Exploitation Action and continue to manage the **European Co-Operation in Science and Technology (COST)**.

REA will manage new calls for proposals introduced by the Widening part of the Horizon Europe Work Programme 2025. The Teaming call will be the biggest ever. REA will also continue to be responsible for the coordination of the cross-programme **Hop-On Facility** evaluations with a cut-off date in 2025. This is a complex action involving CINEA, HaDEA, EISMEA, DG CNECT and several units in REA, with the aim to allow participants from widening countries to join ongoing projects.

Reforming and enhancing the European R&I system

In 2025, REA will focus on organising the **2025 ERA call**. Additionally, REA will organise the fourth edition of the **EU Award for Gender Equality Champions**. In parallel, REA will prepare throughout the year new grants and start new projects from the 2024 calls.

As part of its communication efforts, REA will highlight the contributions of projects to the ERA Policy Agenda 2022-2024 through the ERA Policy Platform and other channels. REA will also support the organisation of a cluster event on citizen engagement, which will include the **EU Prize for Citizen Science**.

REA will contribute to synergies on topics such as European University Alliances, responsible Artificial Intelligence, skills, and careers, promoting collaboration and knowledge sharing across different areas of research and innovation.

Contribution to EU missions

EU Missions are focused initiatives that aim to deliver concrete results by 2030 by addressing some of the world's greatest challenges. Research and innovation play a pivotal role in achieving those goals through Horizon Europe.

REA contributes to multiple EU Missions across calls and topics and is a member of the Mission Owners Groups where key activities and Work Programme priorities are discussed. The Agency will continue to provide feedback on policy aspects related to the EU Missions.

More concretely, REA is a key player in the development and implementation of the EU Mission **A Soil Deal for Europe.** The Agency is responsible for the evaluation and implementation of the Mission's research and innovation component. There are nearly 50 ongoing projects, including those that have already established 25 Living Labs out of the 100 expected by 2030. Results from the first projects will become available during 2025. A further 13 projects are expected to be funded from the 2024 call, and another targeted call will be carried out in 2025.

REA has signed the contract for the management of the **Mission Soil Platform**, which provides various support services to assist the Commission in the successful

implementation of the Mission. The Agency will continue to monitor this contract in 2025, and to prepare the tender and implementation of the next contract. It will also play a key role in steering clustering activities of the Mission Soil projects, including a dedicated cluster event like that of the previous year.

REA expects to organise and participate, in cooperation with the Commission, in different events involving projects from the Mission to share results and ensure cooperation between the projects and provide feedback to the Commission DGs. The European Mission Soil Week, the main annual event of the Mission Soil, will be a major focus of efforts.

REA contributes to **cross-cutting actions of the EU Missions in the area of social innovation**. As a follow-up to the call launched in 2024 '*A European Social Innovation Advisory Network in support of EU Mission Objectives*', REA will implement the first project and will maintain close cooperation between DG RTD and REA throughout the year.

Finally, REA will continue to support other Missions, especially the Mission **Restore our Oceans and Waters** and the Mission **Adaptation to Climate Change,** by providing feedback from relevant research projects in its portfolio and through the contribution made by MSCA projects.

B. Research programme of the Research Fund for Coal and Steel (RFCS)

In 2025, RFCS will focus on evaluating and preparing Grant Agreements for three calls for proposals: the RFCS Big Tickets call for Steel, which is used for funding research on innovative technologies for the reduction of CO_2 emissions in the steel industrial sector; the RFCS Big Tickets call for Coal, which contributes to the Just Transition Mechanism; and the annual RFCS call for both Steel and Coal. Approximately 50 new projects are expected to be selected for funding from these three calls.

For the Big Tickets calls, REA will continue efforts to increase the number of submissions, building on initiatives started in 2023. Dissemination events will be organised for Coal and Steel, including an event that will coincide with the Polish presidency. Two information days will be held, one for the Big Tickets calls and one for the annual call.

RFCS communication activities will be stepped up in 2025. For the Big Tickets calls, RFCS plans to continue interviewing applicants during the evaluation process, providing project promoters with the opportunity to present their projects. This approach proved to be successful in 2024.

Feedback to Policy activities will continue to be coordinated by a Joint Team comprising representatives from three Commission departments and two executive agencies. Seven Technical Group meetings will be organised in 2025, which will include the participation of RFCS project coordinators and will provide a portfolio analysis of RFCS projects. The

Technical Groups for the Steel part will also provide input to the work of the Clean Steel Partnership (CSP).

REA will publish two reports based on the work of the Technical Groups during 2024, one for coal and the other for steel. These reports will be shared with the European Commission and the RFCS advisory groups.

In 2024, a call for expressions of interest for the renewal of the two RFCS advisory groups (CAG and SAG) was launched. The new members will be appointed in the first quarter of 2025. The annual meetings of the two groups will be organised as soon as the new members are appointed. In 2025, as part of efforts to enhance communication, the CAG and SAG members will be entrusted with the role of 'ambassadors of RFCS'.

C. Promotion of Agricultural Products

The general objective of the Promotion of Agricultural Products (AGRIP) programme is to strengthen the competitiveness of the EU agricultural sector. The programme's actions aim to open new markets and consolidate existing ones, raising awareness among consumers both inside and outside Europe of EU quality schemes and the high standards of EU agricultural products. The actions also contribute to sustainable EU food systems and achieving the objectives of the European Green Deal.

2025 will be the tenth year of implementation of the programme. Following the MFF review, the annual budget dedicated to direct management will decrease from EUR 97 million to EUR 40 million. Two calls for proposals for co-financed programmes (SIMPLE and MULTI) will be published in January and will close in April. Further calls may be published in response to any serious market disturbance or loss of consumer confidence.

REA will continue to manage the full lifecycle of MULTI programmes, where consortia consist of beneficiaries from different Member States. REA will also manage the publication of the call, the submission, and the evaluation of proposals for SIMPLE programmes, where all beneficiaries come from the same Member State. These programmes are then managed by the competent national authorities of Member States under the shared management mode.

REA will give special attention to the low number of applications to the MULTI programmes, which may result in suboptimal consumption of the available budget. Together with DG AGRI, REA will continue to implement measures to boost programme participation.

REA will also implement a revised control strategy, which includes the use of project monitors. The specific features of the AGRIP programme, where project beneficiaries rely on subcontracting to run their promotion campaigns on a for-profit basis, require finetuning of the controls to address risks that are intrinsic to the programme design.

In preparation for future programme simplification, REA will start preparatory work for a lump sum MULTI call to be published in 2026 and will contribute to DG AGRI's efforts to revise the implementing rules with the aim of further programme simplification.

REA will implement and manage public procurement contracts for promotional campaigns and events outside Europe, aimed at enhancing the image of EU products and raising awareness of different markets. 2025 is the third year of the application of a new Framework Contract for events. A range of them will be held across the globe, including:

- Ongoing communication campaigns run in Japan, China, South Korea, India, USA and UK.
- Participation in trade fairs in Japan, Mexico, Singapore, Brazil, and China.
- Up to two High-Level business delegation visits, one of them in Japan.

Market Entry Handbooks (assisting exports of EU produce) are planned for the Philippines (February), UAE (April), Singapore (June) and Malaysia (August).

D. Support tasks delegated to the Agency

REA provides support according to Annex VIII of its Delegation Act ([1]).

Participant management for grants/procurement and management of the Research Enquiry Service

The **Central Validation Service (CVS)** plays a crucial role in implementing the Single Electronic Data Interchange Area (SEDIA) by performing several key operations for participants in grants, procurements, prizes and contribution agreements ([2]). These operations include:

- Validating legal entities and appointing Legal Entity Appointed Representatives (LEAR);
- Creating and updating their bank account data in the EU accounting tools;
- Assessing their financial capacity; and
- Evaluating ownership and control for participants in restricted EU calls, where strategic interests and safeguards against foreign threats are involved.

REA also operates the **Research Enquiry Service (RES)** which responds to citizens' questions on research matters and participants' validation. The RES also maintains a public database of Frequently Asked Questions (FAQs).

In 2025, the CVS will continue to provide robust participant validation solutions to European Institutions, Bodies and Agencies (EUIBAs) covered by its mandate, and beyond. The CVS has already attracted interest from EUIBAs outside its current scope, which are eager to benefit from its corporate validation services. With the agreement of DG BUDG, the CVS has

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([1]) Register of Commission Documents – C(2021)952 (europa.eu)
([2]) Article 150 of the Financial Regulation (EU, Euratom) No 2024/2509 of the European Parliament and of the Council, relating to indirect management.

signed Service Level Agreements (SLAs) with some of these interested EUIBAs and plans to conclude additional SLAs in 2025.

One of the CVS's primary objectives for 2025 is to ensure a seamless **transition to the SUMMA** system at the start of the year. As the CVS is responsible for creating Business Partners in SUMMA for most participants in EU award procedures, a smooth transition is essential for maintaining business continuity in signing EU grants and contracts.

The recast of the Financial Regulation has enhanced the EU's ability to apply restrictive measures related to security and public order in EU award procedures, in line with the European Economic Security Strategy. This development is expected to result in an increased number of restricted procedures requiring ownership and control assessments (OCAs) by the CVS, although the full impact is still unclear. Throughout 2025, the CVS will continue to support central services in establishing sound and comprehensive guidance on ownership and control. The CVS will also contribute, in liaison with the Commission, to streamlining relevant procedures and controls to optimise the OCA process.

Expert Management and Support Services

REA provides expert management and support services to EU entities implementing Horizon Europe and other selected programmes. These services include:

- Planning and support for publishing calls for proposals;
- General logistical support for proposal evaluations, including managing the evaluation facility; and
- Validation, contracting and payment of independent experts supporting the evaluation of proposals submitted under the Horizon Europe Programme. For REA-managed programme parts, this service also extends to contracting and payment of expert reviewers assisting in monitoring running projects and to the RFCS technical group experts who provide guidance and advice on programme implementation.

In January 2025, REA will undergo a dual **transition from the current expert management and accounting systems**, EMI and ABAC, **to the next-generation systems**, ECS and SUMMA. This transition will significantly impact a large part of the expert management and support services' work. Considerable planning took place in 2024 to prepare for this transition, and in 2025, the focus will shift to implementing those plans.

REA's expert management and support services will provide substantial support to clients, both within and outside REA, and offer guidance on using the new systems. REA will support DG RTD in developing the systems further, building on the Agency's substantial contributions to the design, development, testing, and refinement of the systems.

The later than usual adoption of the 2025 Work Programme will pose a challenge, as call deadlines and proposal evaluation sessions will compress in a shorter period. A record number of experts will need to be contracted and paid within a shrinking timeframe. The partial migration of data from ABAC to SUMMA presents a particular risk, as REA's expert

validation team will need to validate a larger number of experts in a short period. Further delays to the 2025 call planning could also jeopardise the proper forecasting and management of the budget.

Finally, given the changing profile of the evaluation facility following the pandemic and the Greening initiative, REA will place an increased emphasis on measuring the number of meetings and participants hosted for purposes other than proposal evaluation. This indicator will also serve as a metric for determining the future needs for on-site evaluation facilities, in view of an anticipated move away from COVE before the end of the multi-annual financial framework.

PART 4. Modernising the administration: main outputs for 2025

This part is structured around REA's long-term **objectives** in the following areas:

- Human resource management
- Sound financial management
- Fraud risk management
- Digital transformation and information management
- Sound environmental management
- Initiatives to improve economy and efficiency

The priorities and challenges for 2025 are summarised for each area. The related long-term objectives, with their respective indicators, and a list of specific outputs planned for 2025 are presented as performance tables in Annex 1.

The **internal control framework** ([3]) 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.

REA has established an internal control system tailored to its 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.

REA continues to **work together with other executive agencies to achieve further synergies** in modernising and optimising administrative processes. The following sections mention several examples of this ongoing cooperation.

A. Human resource management

REA will continue to implement the **inter-agency human resources strategy** in close cooperation with the other executive agencies. The Agency will lead developments such as the harmonisation of selection and recruitment procedures, the enhanced coordination of career guidance, and the implementation of a new approach to harassment prevention. The implementation of the strategy will be closely monitored, with a focus on achieving the objectives set out in the action plan.

REA will continue to work closely with the central services of the Commission to ensure a smooth implementation of the **HR Modernisation and Digital Transformation**

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

Programme. This will involve coordinating discussions and inputs across executive agencies throughout the programme's various phases.

To achieve full staffing, REA will focus its efforts on attracting the best talent and retaining staff. In 2025, **REA's staffing** allocation will increase to up to 998 staff, compared to 971 in 2024. This increase is a consequence of the additional budget to be implemented following the association of the UK to Horizon Europe.

Maintaining **high staff engagement** will be a priority across all HR activities, guided by a new dedicated action plan, complementing the inter-agency human resources strategy, and addressing concerns raised in the 2023 Staff Survey. Specifically, the plan will focus on learning and development, career prospects, and diversity and inclusion. These aspects will be promoted throughout the selection and recruitment processes, as well as through the REA's Learning & Development Framework 2025, which will cater to all roles and positions within the Agency.

REA's HR Ethics Desk will continue to promote an ethical culture within the Agency by providing guidance to staff at all levels and by delivering ethics training programmes to staff to raise their awareness of ethical behaviour.

Finally, REA's **Internal communication strategy** will support all these efforts, using a variety of tools and channels to ensure effective communication and engagement across the Agency.

B.   Sound financial management

REA will continue to implement Horizon Europe grants in line with the 'Control Strategy for Horizon Europe' and the 'Guidance on Horizon Europe ex-ante controls'. REA remains firmly committed to its objective of **reducing the cumulative residual error rates** (i.e. the amount at risk at closure) of all the programmes it manages to 2% or below.

Following the **rollout of SUMMA**, the Agency will review its procedures, checklists and financial circuits and make any necessary updates. REA will also continue to apply eProcurement and to participate in the eContract module pilot.

The implementation of **lump sum projects** will continue to be closely monitored to ensure that controls are streamlined, and to identify areas for further improvements, efficiency gains and simplification. This will enable the Agency to evaluate the advantages of this funding model compared to a process in which actual costs are charged.

C.   Fraud risk management

REA will implement further its **Antifraud Strategy**, updated in 2023, and its action plan. Both are in line with the Common Antifraud Strategy for Research and Innovation, also updated in 2023, and the revised Commission Antifraud Strategy Action Plan.

The actions planned for 2025 will focus on strengthening fraud prevention and detection, making more effective use of the Early Detection and Exclusion System (EDES) for both fraud prevention and post-detection, and coordinating and cooperating across the Agency and with other services on antifraud matters. This will include working closely with the European Anti-Fraud Office (OLAF) and European Public Prosecutor (EPPO) and implementing OLAF recommendations in a timely manner.

REA will pay particular attention to the **use of EDES**, which has been extended in scope following the entry into force of the recast Financial Regulation in September 2024. New autonomous grounds for exclusion have been introduced, including refusal to cooperate in investigations, on-the-spot checks and inspections, or in audits, as well as incitement to hatred or discrimination.

As previously mentioned, REA has **adapted its AGRIP control strategy** to address the risk of conflict of interest and underperformance in the multi-beneficiary grants part of the AGRIP program. This includes reinforced ex-ante checks, a revised risk analysis approach, demands for bank guarantees, and increased review and control missions. These measures will continue in 2025 to ensure the effective management of grants and to minimise potential risks.

D.   Awareness-raising remains the main preventive measure in antifraud efforts. REA will continue to provide mandatory training to staff on identifying and handling suspected fraud cases, and to provide support for measures to mitigate fraud risks. Digital transformation and information management

Digital transformation

In 2025, REA will continue its efforts in line with the Commission Digital Strategy, with a focus on the following objectives:

- Digital Strategy Objective 1 – **Digital Culture**: REA will continue to provide M365 workshops, training sessions, and coaching to improve digital literacy and increase cyber awareness.

- Digital Strategy Objective 3 – **Business-Driven Digital Transformation**: REA will further integrate corporate tools to streamline internal processes. REA will also collaborate with the Commission to design and implement shared IT systems and M365 automation solutions.
- Digital Strategy Objective 4 – **Seamless Digital Landscape**: REA will adopt DIGIT's core principle of 'Re-Use Before Buy, Before Build' to ensure efficient use of resources. The Agency will also collaborate with corporate development teams to support programme implementation and drive digital transformation.
- Digital Strategy Objective 5 – **Green, Resilient and Secure Digital Infrastructure**: REA's IT systems are hosted in the Commission's corporate data centre to reduce its carbon footprint.

Information security rules and Cybersecurity

REA will prioritise cybersecurity by adopting a comprehensive and multi-faceted approach, aligned with the Commission's initiatives in this area. To foster a **strong cybersecurity culture**, REA will ensure widespread participation in awareness training sessions and activities organised by the Commission's Cybersecurity Team. REA will incorporate security considerations into the design, development, and deployment of its digital solutions, adhering to a 'security by design' principle throughout the entire lifecycle.

To mitigate risks, REA will undertake its annual IT Security Risk Management exercises and maintain up-to-date IT Security Plans for all its IT systems. By continuing to maintain 100 per cent coverage of all IT Security priority controls for all its IT systems, REA will ensure the ongoing security and integrity of its digital infrastructure.

Data, information and knowledge management

REA relies heavily on the Commission's corporate business processes and IT systems to carry out its activities. Data related to participants, experts and Commission-funded programmes are readily available to both Commission services and external stakeholders through various channels, including databases, dashboards and portals. The Agency supports the Commission's policymaking with knowledge and evidence generated by REA-managed projects.

Data governance principles are embedded in the design and the governance of the IT systems used in the Agency. REA deploys a **data governance policy** based on the integrated R&I Knowledge Base developed by the Grant and Procurement Steering Board. This framework provides a systematic approach to handling data, ensuring it is properly managed, protected, and used to support informed decision-making.

REA collects data primarily from corporate systems for use in its own local IT systems. It creates and stores new datasets only where necessary. REA will keep applying the 'privacy-

by-design' approach and the 'need-to-know' principle as regards access to local systems and data, while ensuring the implementation of data protection and cybersecurity rules.

In 2025, REA will continue to explore the challenges and opportunities that **artificial intelligence** brings to participants, experts and REA staff. The Agency will also promote awareness about best practices for sharing or protecting data in collaborative tools, emphasising the importance of **responsible data management**.

Data protection

The data protection officer (DPO) will continue to **monitor compliance** with the data protection Regulation, with a focus on new and updated processes and practices. The DPO will collaborate closely with DPOs from other executive agencies and EU Institutions to create synergies and ensure consistency in data protection and privacy standards across the board.

In 2025, the REA DPO team will prioritise implementing the European Data Protection Supervisor (EDPS) recommendations, including monitoring the developments related to Microsoft tools. Efforts will also focus on simplifying procedures and developing user-friendly data protection guides for everyday staff use.

The Agency is committed to enhancing **staff knowledge of data protection principles** and requirements. To support this, staff awareness is tracked via a dedicated indicator in Annex 1. New staff members will receive training, with additional, specialised courses for data controllers and data protection contacts.

E.   Sound environmental management

REA promotes a sustainable work environment, in line with the Communication 'Greening the Commission' and its Action Plan. In collaboration with the Commission and other executive agencies, REA takes account of its environmental footprint and actively promotes measures to reduce the day-to-day environmental impact of its operations

The Agency's relocation to a new building in September 2023 has further aligned its operations with the orientations outlined in the Greening Communication. REA has proven to be a trustworthy partner of the Commission in fostering synergies and maximising the effectiveness of environmental protection activities. Via its EMAS team, REA will continue in 2025 its close collaboration with the other executive agencies and the central EMAS team. The Agency will explore further local actions in the new premises, which should be EMAS-certified next year.

REA is committed to reducing staff and expert travel while promoting alternative solutions that maintain proximity to programme participants (⁴). The Agency signed the corporate pledge in 2022 and aims to establish an efficient tool for monitoring the carbon footprint of professional travel. In 2025, REA also intends to launch a reimbursement scheme for colleagues traveling to the office by bike.

Pending the Commission's Greening policy review in 2025, REA maintains its current reduction targets for staff and expert emissions. (⁵)

F.   Initiatives to improve economy and efficiency

To support the delegation of management activities to executive agencies, a cost-benefit analysis was conducted to determine the optimal allocation of staff to agencies for the period 2021-2027. The analysis was based on targets for achieving efficiency gains through economies of scale, with an average goal of 27% improvement (expressed in terms of budget managed by staff member). This ambitious target translates to a significant increase in effective workload per staff member, with REA experiencing up to 50% more projects per staff member compared to 2020.

In response to this increased workload, REA is implementing a comprehensive and **continuous programme of process improvements to enhance efficiency**. The Agency is also actively participating in initiatives led by DGs involved in research and innovation, which focus on streamlining processes and IT tools for call and grant management. Delivering on this simplification agenda is crucial to maintaining REA's high standards of quality and performance, particularly given the increasing complexity and scope of tasks.

In 2025, REA will continue to search for process improvements. Focus will be on:

- Implementation of lump sum projects: this will ensure that administrative processes and controls are streamlined, and that further improvements, efficiency gains, and simplification can be identified.
- Implementation of the revised AGRIP control strategy: this includes reinforced ex-ante checks, a revised risk analysis approach, demands for bank guarantees, and increased review and control missions to minimise potential risks and ensure effective management of grants.
- Following the migration from ABAC to SUMMA, REA will review procedures, checklists, and financial circuits and make necessary updates, leading to improved efficiency.
- Continued application of eProcurement: this will help streamline procurement processes and reduce administrative burdens. Through REA's participation in the

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(⁴) Excluding AGRIP. Due to the nature of the programme, a certain number of long-haul business trips are unavoidable. REA will continue to measure, monitor, and report on CO_2 emissions from AGRIP on a separate basis.
(⁵)   REA will be reporting on CO_2 emissions from staff travel with and w/o the AGRIP programme.

eContract module pilot contract management will become more efficient with reduced administrative burdens.

REA has collected ideas for programme design improvements since 2023 and will work with the Commission's Common Implementation Centre and with other executive agencies to explore and implement these proposals throughout 2025. REA will also continue to share good practice about process improvements identified and piloted by our internal networks and user groups. During 2025, these efforts will become part of the wider simplification agenda of the next College, focused on ensuring that existing rules are fit-for-purpose and on reducing administrative burdens.

ANNEX 1: Performance tables

Part 3 – Delivering on the Commission's priorities: main outputs for 2025

Implementation of Horizon Europe – Excellent science – Marie Skłodowska-Curie Actions (MSCA) and predecessor actions (DG EAC)

General objective:	EUROPE FIT FOR THE DIGITAL AGE ([6])	
Specific objective: DG EAC 2.3 - Through the Horizon 2020 Marie Skłodowska-Curie Actions, promote excellence in research, generate innovation and strengthen skills, training and career development for researchers notably through excellent international doctoral networks ***From 2020-2024 strategic plans***		
Main outputs in 2025:		
Horizon Europe		
Output	**Indicator**	**Target**
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	10
Calls for proposals	Number of calls	7
Evaluation sessions	Number of sessions	7
Number of individual proposals evaluated	Estimated number of proposals to evaluate	13.360
Number of grants signed	Number of grants	2.149
Procedures for selection by the Commission (where necessary)	Number of procedures	18
Pre-financing payments	Number of payments	1.917
Interim payments/progress reports	Number of payments	352
Final payments/final reports	Number of payments	992
Horizon 2020		
Output	**Indicator**	**Target**
Interim payments/progress reports	Number of payments	29
Final payments/final reports	Number of payments	605

([6]) Marie Skłodowska-Curie Actions support multiple fields of research and innovation and therefore contribute to multiple political priorities and strategic objectives.

Implementation of Horizon Europe – Excellent science – Research infrastructures and predecessor actions (DGs RTD and CNECT)

General objective:	EUROPE FIT FOR THE DIGITAL AGE

Specific objectives:

DG RTD 2.2: The revitalised European Research Area sets directions for societal, economic and ecological transitions in Europe and contributes to spreading excellence, closing research and innovation gap and working out a common global response to emerging challenges
DG CNECT 2 A European single market for data where data can flow for the benefit of all and where the rules for access and use of data are fair, practical and clear
From 2020-2024 strategic plans

Main outputs in 2025:

Horizon Europe

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	2
Calls for proposals	Number of calls	1
Evaluation sessions	Number of sessions	3
Number of individual proposals evaluated	Estimated number of proposals to evaluate	180
Number of grants signed	Number of grants	4
Procedures for selection by the Commission (where necessary)	Number of procedures	2
Pre-financing payments	Number of payments	22
Interim payments/progress reports	Number of payments	34
Final payments/final reports	Number of payments	13

Horizon 2020

Output	Indicator	Target
Interim payments/progress reports	Number of payments	11
Final payments/final reports	Number of payments	41

Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 2: culture, creativity and inclusive society, and predecessor actions (DGs RTD, EMPL, EAC)

General objective:

AN ECONOMY THAT WORKS FOR PEOPLE

A NEW PUSH FOR EUROPEAN DEMOCRACY

Specific objectives:

DG RTD 3.1: Research and innovation actions, increased R&I investments and the R&I component of the European Semester boost economic growth and jobs creation

DG RTD 6.1: European research and innovation support citizens' involvement, social inclusion and equalities in Europe, including through communication of the European research and innovation added value

DG EAC 2.1 - Increase the use of digital technologies for teaching and learning to support both quality and inclusive education

DG EAC 2.2 - Invest in the development of digital skills for all

DG EAC 3.1 - Ensure effective and efficient European cooperation and develop optimised strategic investments for modernised, high-quality education and training systems fostering EU social cohesion and economic

DG EAC 5.6 - With the support of the Creative Europe programme, promote European cooperation on cultural and linguistic diversity

DG EAC 4.1 - Promote and strengthen international cooperation in the fields of education, training, youth, sport, culture, and research and innovation

DG EAC 6.1 – Provide European young people opportunities to participate in civic society and democratic life

DG EMPL 2.1 – A digitally skilled workforce

DG EMPL 3.1 – Effective support to Member States in their structural reforms and investments in the context of the European Semester

DG EMPL 3.2 - Stronger social dialogue

DG EMPL 3.3 – Decent and safe working conditions for all

DG EMPL 3.4 - Better functioning labour markets

DG EMPL 3.5 – Greater social fairness and more effective social protection

DG EMPL 3.6 – Enhanced labour mobility

DG EMPL 5.1 – A skilled workforce to master the fair green and digital transition

DG EMPL 5.2 – Vocational education and training effectively addresses the labour market needs and prepares people for the fair green and digital transition

From 2020-2024 strategic plans

Main outputs in 2025:

Horizon Europe

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	2
Calls for proposals	Number of calls	2

Evaluation sessions	Number of sessions	2
Number of individual proposals evaluated	Estimated number of proposals to evaluate	1 000
Number of grants signed	Number of grants	20
Procedures for selection by the Commission (where necessary)	Number of procedures	3
Pre-financing payments	Number of payments	74
Interim payments/progress reports	Number of payments	104
Final payments/final reports	Number of payments	0

Horizon 2020		
Output	**Indicator**	**Target**
Interim payments/progress reports	Number of payments	1
Final payments/final reports	Number of payments	15

Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 3: civil security for society, and predecessor actions (DGs RTD and HOME)

General objective:

A EUROPEAN GREEN DEAL

EUROPE FIT FOR THE DIGITAL AGE

A STRONGER EUROPE IN THE WORLD

PROMOTING OUR EUROPEAN WAY OF LIFE

Specific objectives:

DG RTD 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources

DG RTD 2.1: High-quality science, knowledge and innovative solutions facilitate a digital transition in Europe, including a new European approach to Artificial Intelligence

DG RTD 5.1: Regional research and innovation strategies and broader association policy contribute to promoting common European R&I values and creating a global Research and Innovation Space

DG HOME 5.1 Strengthened Internal Security

From 2020-2024 strategic plans

Main outputs in 2025:

Horizon Europe

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	3
Calls for proposals	Number of calls	5
Evaluation sessions	Number of sessions	1
Number of individual proposals evaluated	Estimated number of proposals to evaluate	357
Number of grants signed	Number of grants	34
Procedures for selection by the Commission (where necessary)	Number of procedures	4-5
Pre-financing payments	Number of payments	35
Interim payments/progress reports	Number of payments	32
Final payments/final reports	Number of payments	3

Horizon 2020

Output	Indicator	Target
Interim payments/progress reports	Number of payments	2
Final payments/final reports	Number of payments	34

Implementation of Horizon Europe – Global challenges and European industrial competitiveness – Cluster 6: food, bioeconomy, natural resources, agriculture and environment, and predecessor actions (DGs RTD, AGRI, ENV)

General objective:

A EUROPEAN GREEN DEAL

A NEW PUSH FOR EUROPEAN DEMOCRACY

Specific objectives:

DG RTD 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources

DG RTD 1.3: Co-creation of Horizon Europe and its EU Missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality

DG AGRI 3: Enhance market orientation and increase competitiveness, including greater focus on research, innovation, technology and digitalisation

DG AGRI 5: In line with the Farm to Fork Strategy, improve the response of EU agriculture to societal demands on food and health, including safe, nutritious and sustainable food, food waste, as well as animal welfare through the Common Agricultural Policy

DG RTD 6.1: European research and innovation support citizens' involvement, social inclusion and equalities in Europe, including through communication of the European research and innovation added value

DG ENV 1.1: The EU economy is more circular and uses natural resources and products more sustainably

DG ENV 1.2: Biodiversity and natural ecosystems in the EU are put on the path to recovery by stepping up the protection and restoration of nature

DG ENV 1.3: Citizens and natural ecosystems are better protected from environmental pressures and risks to health as a result of Europe's zero-pollution ambition and measures for a toxic-free environment

From 2020-2024 strategic plans

Main outputs in 2025:

Horizon Europe

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	8
Calls for proposals	Number of calls	3
Evaluation sessions	Number of sessions	3
Number of individual proposals evaluated	Estimated number of proposals to evaluate	1.100
Number of grants signed	Number of grants	63
Procedures for selection by the Commission (where necessary)	Number of procedures	13
Pre-financing payments	Number of payments	94
Interim payments/progress reports	Number of payments	208
Final payments/final reports	Number of payments	22

Horizon 2020		
Output	**Indicator**	**Target**
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	1
Interim payments/progress reports	Number of payments	57
Final payments/final reports	Number of payments	120

Implementation of Horizon Europe – Widening participation and strengthening the European Research Area – Widening participation and spreading excellence (DG RTD)

General objective:	EUROPE FIT FOR THE DIGITAL AGE	
Specific objective: DG RTD 2.2: The revitalised European Research Area sets directions for societal, economic and ecological transitions in Europe and contributes to spreading excellence, closing research and innovation gap and working out a common global response to emerging challenges *From 2020-2024 strategic plans*		
Main outputs in 2025:		
Horizon Europe		
Output	**Indicator**	**Target**
Events to ensure successful implementation of the programme and to promote funding opportunities	Number of events co-organised by REA	2
Calls for proposals	Number of calls	3
Evaluation sessions	Number of sessions	3
Number of individual proposals evaluated	Estimated number of proposals to evaluate	420
Number of grants signed	Number of grants	0
Procedures for selection by the Commission (where necessary)	Number of procedures	0
Pre-financing payments	Number of payments	70
Interim payments/progress reports	Number of payments	40
Final payments/final reports	Number of payments	6
Horizon 2020		
Output	**Indicator**	**Target**
Interim payments/progress reports	Number of payments	20
Final payments/final reports	Number of payments	24

Implementation of Horizon Europe – Widening participation and strengthening the European Research Area – Reforming and enhancing the European R&I system (DG RTD)

General objective:	EUROPE FIT FOR THE DIGITAL AGE

Specific objective: DG RTD 2.2: The revitalised European Research Area sets directions for societal, economic and ecological transitions in Europe and contributes to spreading excellence, closing research and innovation gap and working out a common global response to emerging challenges
From 2020-2024 strategic plans

Main outputs in 2025:

Horizon Europe

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities	Number of events co-organised by REA	2
Calls for proposals	Number of calls	2
Evaluation sessions	Number of sessions	2
Number of individual proposals evaluated	Estimated number of proposals to evaluate	150
Number of grants signed	Number of grants	31
Procedures for selection by the Commission (where necessary)	Number of procedures	1
Pre-financing payments	Number of payments	28
Interim payments/progress reports	Number of payments	14
Final payments/final reports	Number of payments	13

Horizon 2020

Output	Indicator	Target
Interim payments/progress reports	Number of payments	0
Final payments/final reports	Number of payments	29

Implementation of Horizon Europe – A Soil Deal for Europe Mission (DGs RTD and AGRI)

General objective: **A EUROPEAN GREEN DEAL**

Mission:
A Soil Deal for Europe including joint call between missions: Adaptation to Climate Change, Soil Deal for Europe and Restore our ocean and waters by 2030

Specific objective: Long-term Vision for the EU's Rural Areas.
From 2020-2024 strategic plans

Main outputs in 2025:

Output	Indicator	Target
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	0
Calls for proposals	Number of calls	2
Evaluation sessions	Number of sessions	2
Number of individual proposals evaluated	Estimated number of proposals to evaluate	200
Number of grants signed	Number of grants	13
Procedures for selection by the Commission (where necessary)	Number of procedures	1
Pre-financing payments	Number of payments	15
Interim payments/progress reports	Number of payments	16
Final payments/final reports	Number of payments	2

Implementation of Horizon Europe – Cross-cutting actions in support of EU Missions

Specific objective:
This cross-cutting action advances the EU Mission objectives by setting up a European social innovation network.

Main outputs in 2025:

Output	Indicator	Target
Calls for proposals	Number of calls	0
Evaluation sessions	Number of sessions	0
Number of individual proposals evaluated	Estimated number of proposals to evaluate	0
Number of grants signed	Number of grants	1
Pre-financing payments	Number of payments	1

Implementation of the research programme of the Research Fund for Coal and Steel (DG RTD)

General objective: A EUROPEAN GREEN DEAL		
Specific objective: DG RTD 1.1: High-quality science, knowledge and innovative solutions support climate policies and help to preserve biodiversity, ecosystem and natural resources ***From 2020-2024 strategic plans***		
Main outputs in 2025:		
Output	**Indicator**	**Target**
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	14
Calls for proposals	Number of calls	3
Evaluation sessions	Number of sessions	2
Number of individual proposals evaluated	Estimated number of proposals to evaluate	150
Number of grants signed	Number of grants	55
Procedures for selection by the Commission (where necessary)	Number of procedures	2
Pre-financing payments	Number of payments	55
Interim payments/progress reports	Number of payments	41
Final payments/final reports	Number of payments	28

Implementation of the information provision and promotion measures concerning agricultural products, and predecessor actions (DG AGRI)

General objective: A EUROPEAN GREEN DEAL A STRONGER EUROPE IN THE WORLD		
Specific objective: DG AGRI 5: In line with the Farm to Fork Strategy, improve the response of EU agriculture to societal demands on food and health, including safe, nutritious and sustainable food, food waste, as well as animal welfare through the Common Agricultural Policy DG AGRI 9: Promote Europe's high quality agri-food standards worldwide (incl. strengthening the system of geographical indications) ***From 2020-2024 strategic plans***		
Main outputs in 2025: GRANTS		
Under the multiannual financial framework 2021-2027		
Output	**Indicator**	**Target**
Events to ensure successful implementation of the programme and to promote funding opportunities (organised by REA)	Number of events co-organised by REA	2
Calls for proposals	Number of calls	2

Evaluation sessions	Number of sessions	2
Number of individual proposals evaluated	Estimated number of proposals to evaluate	180
Number of grants signed	Number of grants	16
Procedures for selection by the Commission (where necessary)	Number of procedures	0
Pre-financing payments	Number of payments	17
Interim payments/progress reports	Number of payments	4
Final payments/final reports	Number of payments	8

Under the multiannual financial framework 2014-2020		
Output	**Indicator**	**Target**
Events to ensure successful implementation of the programme (organised by REA)	Number of events co-organised by REA	0
Interim payments/progress reports	Number of payments	48
Final payments/final reports	Number of payments	11

Main outputs in 2025: PROCUREMENT		
Under the multiannual financial framework 2021-2027		
Output	**Indicator**	**Target**
Number of promotional events outside the EU	Number of events	8
Number of on-going communication campaigns	Number of campaigns	6
Number of market research reports published	Number of reports	4
Number of open calls for tender published	Number of calls for tender	0
Interim payments/progress reports	Number of payments	17

Support tasks delegated to the Agency

i. Participant management for grants/tenders and management of the Research Enquiry Service

General objective: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION		
Specific objective: DG RTD 7.1 – The Common Implementation Centre and Common Policy and Programming Centre provide user-friendly services and tools to the European Commission for effective and efficient planning, programming and implementation of the Research and Innovation Framework Programme and other EU programmes ***From 2020-2024 strategic plans***		
Main outputs in 2025:		
EU funding under SEDIA		
Output	**Indicator**	**Target**
Tasks related to participant validation – legal validation		

Legal entity validation (for all EU funding programmes under SEDIA)	Number of validations	10.000
LEAR validation	Number of validations	14.500
Assessments of potential Universal transfer of rights and obligations (UTRO) cases	Number of validations	400
Requests for change or additional corrections*	Number of requests	35.000
Bank account validations	Number of validations	7.000
Tasks related to participant validation – SME validation/mid-cap assessment/third country control assessment		
SME/mid-capitalisation validations	Number of validations	250
Third-country control assessments	Number of assessments	1.600
Tasks related to participant validation – preparation of financial capacity assessment		
Preparation of financial capacity assessment	Number of assessments	12.000
Tasks related to the management of Research Enquiry Service		
Replies to RES questions (directly by the RES team, the service provider and the local helpdesks)	Number of replies	12.000
Tasks related to Frequently Asked Questions in the Funding and Tenders Portal		
FAQs approved	Number of FAQ	600

ii.   Expert Management and Support Services

General objective: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION
Specific objective: DG RTD 7.1 – The Common Implementation Centre and Common Policy and Programming Centre provide user-friendly services and tools to the European Commission for effective and efficient planning, programming and implementation of the Research and Innovation Framework Programme and other EU programmes **From 2020-2024 strategic plans**
Main outputs in 2024:

Output	Indicator	Target
Validation of experts' legal entity and bank account files	Files are validated within 25 working days of the approval of the pool of experts.	100%
Contracts signed with experts	Contracts are signed within 10 calendar days of the launch of the contract signature process.	100%
Payments made to experts	Payments are made within 30 calendar days of the receipt of the cost claim from the expert.	100%

Additional outputs:

Tasks related to Expert Management Services:		
Output	Indicator	Target
Expert evaluators	Number of expert contracts signed – expert evaluators	21.000

Expert monitors	Number of expert contracts signed – expert monitors ([7])	2.200
Payments	Number of payments	28.500
Validations	Number of LE/BA validations for experts	8.000 of each
Scope approvals	Number of Scope approvals	300
Evaluators' budget	Payment appropriations executed	50 MEUR
Monitors' budget	Payment appropriations executed	6,4 MEUR
Tasks related to Expert Support Services:		
Output	**Indicator**	**Target**
Calls finalised	Number of calls finalised in the Call Passport System	200
Evaluations supported	Number of on-site evaluations supported ([8])	35
Evaluation experts on-site	Number of expected on-site evaluation experts ([9])	3.500
Meetings supported	Number of meetings supported	125
Meeting participants	Number of meeting participants hosted	4.000

External communication

General objective: A MODERN, HIGH PERFORMING AND SUSTAINABLE EUROPEAN COMMISSION		
Main outputs in 2025:		
Horizon Europe, Research Fund for Coal and Steel, Promotion of agricultural products		
Output	**Indicator**	**Target**
Reach on the website (source: Europa Analytics)	Total average page views per month	75.000
Reach on social media (source: Emplifi social media statistics)	Total number of engagements (shares, likes, comments) ([10])	185.000
	Average number of engagements per post	240

([7]) These are included in the budget line for each activity and are limited to actions managed directly by REA.
([8]) Based on the estimation provided by the Call Coordinators.
([9]) Based on the estimation provided by the Call Coordinators.
([10]) Total number of engagements refers to the interactions (likes, shares, comments) people have throughout the year with content published on REA's three corporate social media channels i.e. the @REA_research and @EUGreenResearch X/Twitter accounts, and the REA LinkedIn account.

Part 4 – Modernising the administration: main outputs for 2025

A. Human resource management

Objective: REA 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: (11) Number and percentage of female representation in middle management (12)

Source of data: DG HR

Baseline (female representation in middle management) (31/12/2024)	Target
55% (11 out of 20 middle managers)	50% by 2025 (13)

Indicator 2: REA staff engagement index

Source of data: Commission staff or pulse survey

Baseline: **2023 European Commission staff survey**	Target Last European Commission Staff Survey N+1
75%	[Insert target]

Main outputs in 2025:		
Output	**Indicator**	**Target**
Ensuring that all staff concerned have attended the training sessions that are mandatory for them (14)	Participation rate for staff concerned	>90%
Ensuring that all REA newcomers have attended the REA induction info session	Participation rate	>90%
Diversity and Inclusion action plan	Implementation of all actions in the Diversity and Inclusion action plan	End 2025

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(11) Seconded middle managers are part of the seconding DGs' staff: The responsibility for achieving the targets is at DG level. The agency is responsible for providing with a regular overview to its parent DGs of the gender representation in middle management within the agency and coordinate between them.
(12) The functions of head of unit and head of department are hereby defined as middle management functions.
(13) 50% already by 2024, in line with the Gender Equality Strategy 2020-2025.
(14) Specifically, the training on Ethics & Integrity (all staff concerned), Introduction to fraud prevention and detection (all finance and programme management staff), and GoFund (all grant management staff).

B. 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.

Main outputs in 2025:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment and at closure for Horizon 2020 grants	As close as possible to 2% of relevant expenditure
	Estimated risk at payment and at closure for Horizon Europe grants	< 2% of relevant expenditure
	Estimated risk at payment and at closure (RFCS/AGRIP)	< 2% of relevant expenditure
	Implementation of Horizon 2020 audit findings	80% by 31/12/2025 (15)
Effective controls: Safeguarded information	Number of security incidents with impact on the confidentiality, integrity or availability of ECS or PDM/URF systems	No reported incident is categorised as major
Efficient controls	Budget execution and / or timely payments	Remains 100% of operational payment appropriations and remains 100% of operational payments (in value) on time
Economy of controls	Overall estimated cost of controls	Remains below 3% of funds managed

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(15) Both audits and extensions, negative or positive/zero AURIs are included in the calculation of this indicator/target.

C. 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) (16) aimed at the prevention, detection and correction (17) of fraud

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

Source of data: REA annual activity report, REA anti-fraud strategy, OLAF reporting

Baseline (2023)	Interim milestone (2025)	Target (2026)
0% of action points implemented	85% of action points (11/13) implemented or continuously implemented	100% of action points implemented in time

Main outputs in 2025:		
Output	**Indicator**	**Target**
Anti-fraud training courses (mandatory in the first year from entry into service in REA)	Number of sessions to organise	4 [as in anti-fraud strategy]
	Percentage of staff having followed the training in the first year from joining REA	100% [as in anti-fraud strategy]
EDES and Bankruptcy Trainings	Number of sessions to organise	4
REA Quarterly reports on the state of play of the cases under investigation for fraud and irregularities	Number of reports per year	4

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(16) Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023: COM 2023 405 of 11 July 2023 – 'the Communication on the 2023 revision' – and the accompanying revised action plan, SWD 2023 245– 'the revised Action Plan'.

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

D. Digital transformation and information management

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

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions ([18])
Source of data: REA

Baseline	Interim milestone	Target
(2021)	(2023)	(2025)
68% OMEGA	87,5%	95%
0% DAR	90,4%	95%

Indicator 2: Percentage of implementation of the corporate principles for data governance for REA key data assets
Source of data: REA

Baseline	Interim milestone	Target
(2022)	(2023)	(2025)
70%	75%	80%

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

Baseline	Interim milestone	Target
(2018)	(2023)	(2025)
0% of staff registered for an awareness raising activity on data protection compliance.	80%	100% of staff in post for 6 months or longer

Main outputs in 2025:

Output	Indicator	Target
Digital Culture	% of staff using MS Teams for calls instead of Skype	66%
	% of total statutory staff who have followed at least one IT-related training	30%
	% of total statutory staff who have followed at least one Cyber Awareness training	50%

([18]) The European Commission Digital Strategy calls on Commission departments 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.

Output	Indicator	Target
Digital-ready EU policymaking Ensure outputs related to digital considerations that are considered in the early stages of the design of policy initiatives.	N/A	
Business-driven Digital Transformation Establish outputs related to a common approach to document, automate (where possible), and rethink business processes using digital tools. Ensure outputs related to the sharing and publishing of and the reusability of the data assets of the department.	Develop new customized IT systems to cover REA business needs Develop new M365 automation solutions	1 1
Seamless Digital Environment Ensure outputs related to the Information Systems that are streamlined, fit for purpose, and running on supported technologies. Promote outputs related to a cloud-first approach with Information Systems owned by the department.	Keep applying DIGIT's core principle of "Re-Use Before Buy, Before Build" to ensure efficient use of resources to REA IT tools Integrate DAR back-office with RTD CIC's mobile application Transfer DAR back-office to RTD so it becomes a corporate solution	100% 100% 100%
Green, Resilient and Secure Digital Infrastructure Ensure outputs related to the continuous improvement of the department's performance as captured in the risk maturity quadrant (RMQ).	% of REA IT systems hosted in DIGIT's corporate data centre	100%

E. Sound environmental management

Objective: REA takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of its administration work, supported by their respective EMAS Correspondents.

Main outputs in 2025:

I. Reducing emissions from staff and expert's business travel and reducing CO_2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)

Reduced emissions from staff missions [19]	CO_2 emissions from executive agency's staff missions	Reduction of CO_2 equivalent emissions/FTE at least by 50% [20]
Reduced emissions from experts travel under the administrative budget	CO_2 emissions from executive agency's expert missions	At least 50% reduction of experts' emissions where executive agency is in the lead (%) – expressed in CO_2/expert days

II. Reducing resource use in buildings and workspace (energy)
More efficient use of resources (energy)

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure	Number of executive agency's buildings participating in: - end of year energy saving action - summer energy saving action	100% of executive agency's buildings participating in - end of year energy saving action - summer energy saving action

III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
Information to staff to implement the EC guidelines for sustainable meetings and events	Number of staff informed	All relevant staff informed
Encourage REA staff participation in yearly EC competition	Number of staff informed	All relevant staff informed

IV. Circular economy (public procurement (GPP), waste, biodiversity, and sustainable food

Output	Indicator	Target (2019 as baseline, as appropriate)
Gradual introduction of GPP criteria in contracts	Number of staff informed	All relevant staff informed

V. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Awareness actions in the framework of EMAS corporate campaigns on (for instance): - Energy and water use - Paper consumption - Digital mindfulness - GPP – biodiversity - Waste reduction/sorting - Mobility	Number of staff informed	All staff informed

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[19] Excluding AGRIP. Due to the nature of the programme, a certain number of long-haul business trips are unavoidable. REA will continue to measure, monitor, and report on CO2 emissions from AGRIP on a separate basis.
[20] Overall reductions of CO_2 emissions from missions for executive agencies from 2019-2024 (%). Overall corporate target is 50% under the Greening Communication.

ANNEX 2: Resources: staff and budget

A. Administrative budget

Programmes	Title 1 (€ million)	Title 2 (€ million)	Title 3 (€ million)	Total				Grand Total
				EU Budget	EFTA/ EEA	Third countries contrib.	Assigned Revenue from SLAs between REA and other EUIBA (e.g., the EP) for the provision of validation services (SEDIA)	
Marie Skłodowska-Curie Actions (EAC)	27.37	3.27	0.57	28.17	0.76	2.28		31.21
Cluster 2: Culture, Creativity and Inclusive Society	6.18	0.74	0.13	6.36	0.17	0.51		7.04
Cluster 3: Civil Security for Society (HOME)	3.96	0.47	0.08	4.08	0.11	0.33		4.52
Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment	18.62	2.22	0.39	19.16	0.52	1.55		21.23
Sharing Excellence	7.93	0.95	0.17	8.16	0.22	0.66		9.04
Reforming and enhancing the European R&I system	1.95	0.23	0.04	2.01	0.05	0.16		2.22
Research infrastructure	4.11	0.49	0.09	4.23	0.11	0.34		4.69
Agricultural promotion measures (AGRI)	3.32	0.40	0.16	3.88	0.00	0.00		3.88
Research fund for Coal and Steel (R&I)	1.83	0.22	0.04	2.09	0.00	0.00		2.09
Expert management & support	8.89	1.06	5.30	14.27	0.25	0.74		15.26
Central validation Service	13.30	1.60	0.61	13.95	0.37	1.10	0.09	15.50

Management and administrative support							
Marie Skłodowska-Curie Actions	2.22	0.26	0.05	2.28	0.06	0.18		2.53
Cluster 2: Culture, Creativity and Inclusive Society	0.50	0.06	0.01	0.52	0.01	0.04		0.57
Cluster 3: Civil Security for Society	0.32	0.04	0.01	0.33	0.01	0.03		0.37
Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment	1.51	0.18	0.03	1.55	0.04	0.13		1.72
Sharing Excellence	0.65	0.08	0.01	0.66	0.02	0.05		0.74
Reforming and enhancing the European R&I system	0.16	0.02	0.00	0.16	0.00	0.01		0.18
Research infrastructure	0.34	0.04	0.01	0.34	0.01	0.03		0.38
Agricultural promotion measures	0.26	0.03	0.01	0.29	0.00	0.00		0.29
Research fund for Coal and Steel ([21])	0.14	0.02	0.00	0.16	0.00	0.00		0.16
Expert management & support	0.63	0.07	0.01	0.65	0.02	0.05		0.72
Central validation Service	0.93	0.11	0.02	0.96	0.03	0.08		1.06
Total	**105.11**	**12.56**	**7.74**	**114.27**	**2.75**	**8.29**	**0.09**	**125.40**

([21]) The actual budgetary value of the 20 Staff (including overheads) for the management of the RFCS programme amounts to EUR 2 400 186.97, which is EUR 153 186.97 more than the budgetary value provided by the original REA's CBA/SFS of 2021 for the Agency to manage the RFCS programme in 2025 (i.e. EUR 2 247 000.00). The reason of this difference is the need to include the actual and the forecasted inflation rates and the salary indexations from 2021 to 2025.

B. Human resources

Programmes	Staff (EU budget)				Staff from other fund sources		Total all staff
	TAs	Of which seconded officials	CAs	Total staff EU budget	EFTA/ EEA	Third countries contrib.	
Marie Skłodowska-Curie Actions (EAC)	**64.71**	**9.90**	**174.10**	**238.82**		**42.27**	**281.08**
Operational staff for MSCA	58.62	7.79	160.24	218.86		41.16	260.02
Management and administrative support staff for MSCA	6.09	2.11	13.87	19.95		1.11	21.06
Research infrastructure	**10.47**	**3.79**	**24.73**	**35.21**		**7.06**	**42.26**
Operational staff for Research infrastructure	9.56	3.48	22.63	32.19		6.89	39.08
Management and administrative support staff for Research infrastructure	0.91	0.32	2.10	3.02		0.17	3.18
Cluster 2: Culture, Creativity and Inclusive Society	**15.13**	**4.14**	**40.84**	**55.97**		**7.51**	**63.48**
Operational staff for Cluster 2	13.75	3.66	37.68	51.43		7.26	58.70
Management and administrative support staff for Cluster 2	1.37	0.48	3.16	4.53		0.25	4.78
Cluster 3: Civil Security for Society (HOME)	**12.00**	**3.73**	**25.39**	**37.39**		**3.33**	**40.72**
Operational staff for Cluster 3	11.12	3.42	23.36	34.49		3.17	37.65
Management and administrative support staff for Cluster 3	0.88	0.31	2.03	2.91		0.16	3.07
Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment	**43.72**	**13.47**	**116.68**	**160.40**		**29.53**	**189.93**
Operational staff for Cluster 6	39.61	12.04	107.31	146.92		28.78	175.70
Management and administrative support staff for Cluster 6	4.11	1.43	9.37	13.48		0.75	14.23

Programmes	Staff (EU budget)				Staff from other fund sources		Total all staff
	TAs	Of which seconded officials	CAs	Total staff EU budget	EFTA/ EEA	Third countries contrib.	
Sharing Excellence (RTD)	**19.01**	**3.46**	**53.78**	**72.79**		**8.66**	**81.44**
Operational staff for Sharing Excellence	17.25	2.85	49.73	66.97		8.34	75.31
Management and administrative support staff for Sharing Excellence	1.76	0.61	4.05	5.81		0.32	6.13
Reforming and enhancing the European R&I system (RTD)	**4.59**	**2.32**	**11.98**	**16.57**		**3.45**	**20.02**
Operational staff for Reforming and enhancing the European R&I system	4.16	2.17	10.98	15.14		3.37	18.51
Management and administrative support staff for Reforming and enhancing the European R&I system	0.43	0.15	1.00	1.43		0.08	1.51
Agricultural promotion measures (AGRI)	**8.25**	**2.56**	**25.75**	**34.00**		**0.00**	**34.00**
Operational staff for Agricultural promotion measures	7.51	2.30	24.06	31.57		0.00	31.57
Management and administrative support staff for Agricultural promotion measures	0.74	0.26	1.69	2.43		0.00	2.43
Research fund for Coal and Steel (RTD)	**7.08**	**5.36**	**12.92**	**20.00**		**0.00**	**20.00**
Operational staff for RFCS	6.64	5.21	11.93	18.57		0.00	18.57
Management and administrative support staff for RFCS	0.44	0.15	0.99	1.43		0.00	1.43
Expert management & support	**15.83**	**3.91**	**68.16**	**83.99**		**6.48**	**90.47**
Operational staff for Expert management & support	14.06	3.30	64.27	78.33		6.17	84.50
Management and administrative support staff for Expert management & support	1.76	0.61	3.89	5.66		0.31	5.96
Central validation Service	**20.21**	**2.36**	**107.67**	**127.88**		**6.72**	**134.60**
Operational staff for Central validation Service	17.58	1.44	101.88	119.47		6.26	125.73
Management and administrative support staff for Central validation Service	2.63	0.91	5.79	8.41		0.46	8.87
Total	**221**	**55**	**662**	**883**		**115**	**998**

C.   Delegated operational appropriations

Following the Internal Rules for the implementation of the EU General Budget of 2025, REA manages operational appropriations on the following budget lines. These co-delegated budget lines to REA are mainly used for grant management but can also contain procurement and other activities. They also include appropriations for experts.

Since 2016, REA uses a single budget line for the management of expert evaluators of the "Horizon" research framework-programmes (i.e., for "Horizon 2020" for the period 2014–2020 and for "Horizon Europe" for the period 2021–2027). This single budget line simplifies the management of REA's activities for contracting and paying expert evaluators of Horizon Europe, including for calls not delegated to the Agency (except EURATOM, Direct Actions and the ERC programmes for which the expert evaluators are not managed by REA). However, the expert reviewers/monitors remain, as previously, charged to the various budget lines of the delegated programmes.

The expert evaluators for the Joint Undertakings (JUs), the Research Programme of the Research Fund for Coal and Steel (RFCS) and the Promotion of Agricultural Products (AGRIP) programme, are managed by REA using the appropriate budget lines.

It should be noted that the figures in the table below are the best estimates and, at this stage, are indicative. They are based on arrangements between REA, its Parent DGs, and DG BUDG, and are mostly coming from the agreed amounts to be delegated to REA in the EU Draft General Budget 2025. Since these amounts are indicative, they may vary during the year due to the following elements:

- The Work Programme 2025 may provide for delegation of selected calls for proposals / topics to REA different from what was planned at the time of establishing the Draft Budget 2025.
- The voted EU General Budget of 2025 (including the Amending Letters and the amendments adopted by the Budgetary Authority) may be different from the Draft Budget 2025.
- Transfers of appropriations among the different co-delegated implementing entities can occur until the end of 2025.

Budget lines		Commitment appropriations (€ million)					Payment appropriations (€ million)				
		EU Budget	EFTA/ EEA	FCA	Third countries contrib.	Total	EU Budget	EFTA/ EEA	FCA	Third countries contrib.	Total
Horizon Europe – Pillar I "Excellent Science"											
01 02 01 02	Marie Skłodowska-Curie Actions	884.23	24.32		312.36	**1,220.91**	830.83	22.85			**853.68**
01 02 01 03	Research infrastructures	326.47	8.98			**335.45**	177.88	4.89			**182.77**
Horizon Europe – Pillar II "Global Challenges and European Industrial Competitiveness"											
01 02 02 10	Cluster 'Health'	15.31	0.42			**15.73**	8.18	0.22			**8.40**
01 02 02 20	Cluster 'Culture, Creativity and Inclusive Society'	289.37	7.96			**297.33**	197.20	5.42			**202.62**
01 02 02 30	Cluster 'Civil Security for Society'	132.13	3.63			**135.76**	106.95	2.94			**109.89**
01 02 02 40	Cluster 'Digital, Industry and Space'	20.92	0.58			**21.50**	19.83	0.55			**20.38**
01 02 02 50	Cluster 'Climate, Energy and Mobility	0.11	0.00			**0.12**	0.84	0.02			**0.86**
01 02 02 60	Cluster 'Food, Bioeconomy, Natural Resources, Agriculture and Environment'	909.61	25.01			**934.62**	511.21	14.06			**525.27**
Part "Widening Participation and Strengthening the European Research Area"											
01 02 04 01	Widening participation and spreading excellence	392.59	10.80			**403.39**	221.57	6.09			**227.66**
01 02 04 02	Reforming and enhancing the European R&I system	44.64	1.23			**45.87**	34.27	0.94			**35.21**
01 02 05	Horizontal Operational Activities	57.95	1.59			**59.54**	56.98	1.57			**58.55**
Agricultural Promotion Measures											
08 02 03 03	Promotion of agricultural products – Multi-programmes and actions implemented by the Commission under direct management	40.00				**40.00**	75.14				**75.14**

Budget lines		Commitment appropriations (€ million)					Payment appropriations (€ million)				
		EU Budget	EFTA/ EEA	FCA	Third countries contrib.	Total	EU Budget	EFTA/ EEA	FCA	Third countries contrib.	Total
Research Fund for Coal and Steel											
01 20 03 01 01 20 03 02	Research programme for coal and Steel			111.43		**111.43**			65.92		**65.92**
European Regional Development Fund											
05 02 09	Horizon Europe – Contribution from the European Regional Development Fund	1.00				**1.00**	0.70				**0.70**
Experts Evaluators – other activities											
01 02 02 12 01 02 02 41 01 02 02 43 01 02 02 52 01 02 02 53 01 02 02 61 02 04 01 11	Experts Evaluators – other activities	3.29				**3.29**	3.29				**3.29**
Legacy – previous research framework programme											
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Marie Skłodowska-Curie actions (former 15 03 01 01)						71.03	1.66			**72.69**
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Research infrastructures (former 08 02 01 03)						23.57	0.55			**24.12**

Budget lines		Commitment appropriations (€ million)					Payment appropriations (€ million)				
		EU Budget	EFTA/ EEA	FCA	Third countries contrib.	Total	EU Budget	EFTA/ EEA	FCA	Third countries contrib.	Total
Legacy – previous research framework programme											
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Societal Challenge 2 – Securing sufficient supplies of safe, healthy and high quality food and other bio-based products – (former 05 09 03 01)						38.12	0.89			**39.01**
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Societal Challenge 2 – Securing sufficient supplies of safe, healthy and high quality food and other bio-based products – (former 08 02 03 02)						24.51	0.57			**25.08**
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Societal Challenge 5 – Achieving a resource – and water – efficient and climate change resilient economy and society – (former 08 02 03 05)						26.07	0.61			**26.68**
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Societal Challenge 6 – Fostering inclusive, innovative and reflective European societies – (former 08 02 03 06)						4.04	0.09			**4.13**

Budget lines		Commitment appropriations (€ million)					Payment appropriations (€ million)				
		EU Budget	EFTA/ EEA	FCA	Third countries contrib.	Total	EU Budget	EFTA/ EEA	FCA	Third countries contrib.	Total
Legacy – previous research framework programme											
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Societal Challenge 7 – Fostering secure European societies – (former 18 05 03 01)						6.52	0.15			**6.67**
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Societal Challenge 7 – Fostering secure European societies – (former 09 04 03 03)						0.12	0.00			**0.12**
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Spreading excellence and widening participation – (former 08 02 04)						38.03	0.89			**38.92**
01 02 99 01	Completion of previous research programmes (prior to 2021) H2020 – Science with and for society – (former 08 02 06)						0.74	0.02			**0.76**
Total of operational appropriations managed by the Executive Agency		**3,117.63**	**84.52**	**111.43**	**312.36**	**3,625.94**	**2,477.62**	**64.98**	**65.92**	**0.00**	**2,608.52**