



Workshop on the administrative burden(s) in European Partnerships under Horizon Europe

5 June 2024, Brussels

Introduction and setting the scene

Marnix Surgeon, (acting) Head of Unit, Common Missions and Partnerships service, DG RTD, G4





Agenda

- 09:30 – 10:00: Opening session and presentation of the Survey Results
- 10:00 – 11:00: Administrative burden – Case studies - Funding Entity
- **11:00 – 11:15: Coffee break**
- 11:15 – 12:15: Administrative burden – Case studies – Funding Entity/Beneficiary
- **12:15 – 13:15: Lunch**
- 13:15 – 14:45: Table group discussions on expectations and looking beyond Horizon Europe + outcome of the first table discussion
- **14:45 – 15:00: Coffee break**
- 15:00 – 15:45: Plenary - outcome of the second table discussion
- 15:45 -16:45: Panel discussion on the way forward/solutions
- **16:45 – 16:50: Comfort break**
- 16:50 – 17:00: Closing messages
- 3. • 17:00 – 18:00: Networking cocktail



Survey Results

Survey results - General





I represent the following:

		Answers	Ratio
Co-funded Partnership		36	45.57 %
Co-programmed Partnership		8	10.13 %
Institutionalised Partnership		9	11.39 %
Member State/Associated Country		26	32.91 %
No Answer		0	0 %

Compared to corresponding schemes under the previous Framework Programme (H2020) do you think the administrative burden for the European Partnerships has increased?







		Answers	Ratio
NO		9	11.39 %
YES		70	88.61 %
No Answer		0	0 %

If YES, for which typology of Partnership? (multiple answers possible)







		Answers	Ratio
Co-funded Partnership		56	70.89 %
Co-programmed Partnership		12	15.19 %
Institutionalised Partnership		15	18.99 %
No Answer		9	11.39 %

Survey results – Preparing the Partnership

Access to information (templates/background)







		Answers	Ratio
1		3	3.8 %
2		16	20.25 %
3		22	27.85 %
4		24	30.38 %
5		12	15.19 %
No Answer		2	2.53 %

Complexity of requirements







		Answers	Ratio
1		2	2.53 %
2		4	5.06 %
3		19	24.05 %
4		32	40.51 %
5		21	26.58 %
No Answer		1	1.27 %

Survey results – Implementing the Partnership

Access to national funding organisations







		Answers	Ratio
1		17	21.52 %
2		7	8.86 %
3		25	31.65 %
4		8	10.13 %
5		6	7.59 %
No Answer		16	20.25 %

need to comply with differentiated rules at national and European level







		Answers	Ratio
1		5	6.33 %
2		12	15.19 %
3		12	15.19 %
4		20	25.32 %
5		17	21.52 %
No Answer		13	16.46 %

Survey results – Monitoring and Reporting

Double reporting requirements due to multiple streams of funding being used, e.g. national and EU







		Answers	Ratio
1		7	8.86 %
2		5	6.33 %
3		21	26.58 %
4		17	21.52 %
5		21	26.58 %
No Answer		8	10.13 %

Obligation to transmit information on projects funded (co-funded partnerships) and additional activities carried out (co-programmed and institutionalised partnerships) to the Commission







		Answers	Ratio
1		5	6.33 %
2		5	6.33 %
3		25	31.65 %
4		17	21.52 %
5		21	26.58 %
No Answer		6	7.59 %

Survey results – General burden in Reporting

Lack of clarity in reporting requirements







		Answers	Ratio
1		1	1.27 %
2		4	5.06 %
3		19	24.05 %
4		27	34.18 %
5		22	27.85 %
No Answer		6	7.59 %

Too high frequency of reporting

		Answers	Ratio
1		5	6.33 %
2		13	16.46 %
3		27	34.18 %
4		12	15.19 %
5		14	17.72 %
No Answer		8	10.13 %








Survey results – General burden in Reporting

Too much information/details to report

		Answers	Ratio
1		6	7.59 %
2		5	6.33 %
3		20	25.32 %
4		24	30.38 %
5		17	21.52 %
No Answer		7	8.86 %

Measures to address the burden

In the perspective of the next Framework Programme beyond Horizon Europe, what measures do you consider that could most help in tackling the identified administrative burden (multiple answers possible) :

		Answers	Ratio
A. Simplification of Partnerships typology and Instruments		52	65.82 %
B. A single set of (EU) rules for all partnership related projects, including for those with cascaded calls (as is currently the case in Co-funded European Partnerships)		33	41.77 %
C. A specific grant agreement for partnerships implemented through Framework Programme grant agreements		46	58.23 %
D. Unit costs for additional activities in partnership types where these activities are (partially) reimbursed		27	34.18 %
E. Simplification of rules		55	69.62 %
F. Targeted/in-depth support and guidance		42	53.16 %
G. Other		26	32.91 %
No Answer		0	0 %

Perspective of Funding Entity

Case studies – Perspective of Funding Entity

- Executive Agency for Co-funded partnership

Paul Webb, Head of Department - Green Europe, European Research Executive Agency (REA)

- Joint Undertaking example

Stephanie Le Berre, The Smart Network and Services Joint undertaking, legal officer (SNS JU)

- Coordinator/partner (direct Commission beneficiary)

Margit Noll, FFG, Head of department European and International Programmes and Coordinator of Driving Urban Transitions (DUT)

Case studies – Perspective of Funding Entity

Executive Agency for Co-funded partnership

Paul Webb, Head of Department - Green Europe, European Research Executive Agency



EUROPEAN PARTNERSHIPS ADMINISTRATIVE BURDEN *Workshop- 5 June 2024 – RTD-CPC*

*The experience of a newly established Joint
Undertaking: The Smart Networks and Services
Joint Undertaking- SNS JU*

Stéphanie LE BERRE, Legal Officer



Why a JU on Smart Networks and Services

- **JU= Institutionalised Public Private Partnership:** new legal entity with formal and stable structure, offering:
 - **A comprehensive strategic alignment of the goals and objectives P&P**

SNS Main missions:

- **1 – Fostering Europe's technology sovereignty in 6G**
- **2 – Boosting 5G deployment in Europe**
 - **Grant management = only the emerged part of SNS JU actions**
(Strategy design and coordination, Partnership & Synergy, Ecosystem building,
Policy and standard influence, Promotion and dissemination...etc.)

SNS III Roadman

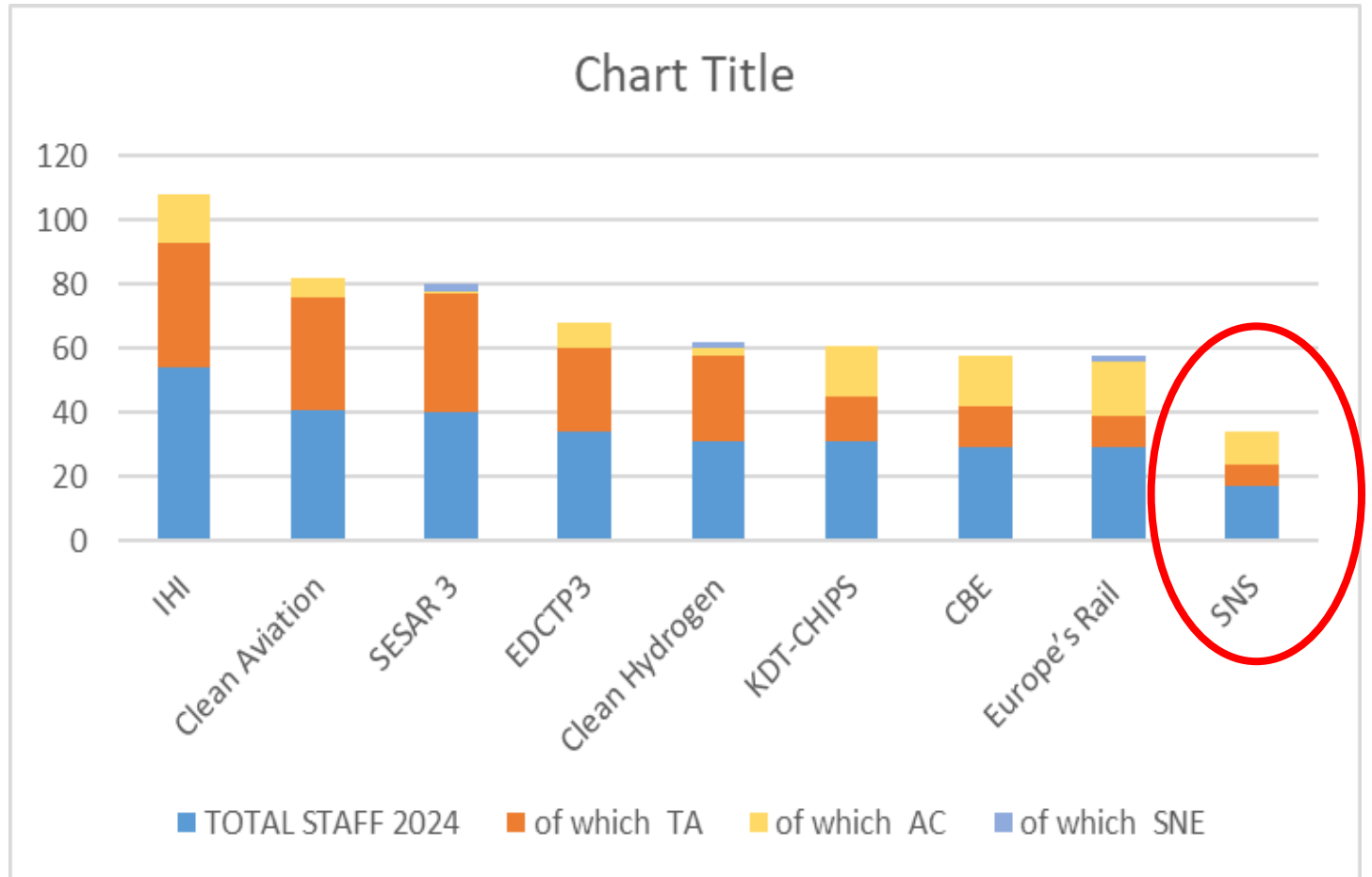


Historical Background/Chronology

- **19 Nov. 2021** - SBA Adoption by the Council – **30 Nov. 2021** - entry into force
- **15 Dec. 2021** - Governing Board 1st meeting : Adoption of RoP, Financial rules, JU WP 2022, SRIA, MGA
- **14 Jan. 2022** - Call#1 opening
- **Jan. to June 2022** : Office setup (recruitment, SLAs, IT, offices); Call#1 evaluations
- **July 2022** – Launch of first GAPs Call#1
- **July until December 2022**: preparation AWP 2023, Amendment SRIA, signature GAs and First prefinancing
- **01 January 2023** - Call#2 opening
- **June 2023**- Call#2 evaluations
- **July 2023** – Launch of first GAPs Call#2
- **July until December 2023**: preparation AWP 2024, signature GAs and First prefinancing, preparation Phasing out Plan
- **24 October 2023**- Financial autonomy SNS JU (Staff situation: 12 FTEs ; HoP on 01/09; ED on 01/10)
- **16 January 2024**- Call#3 opening

HR situation in SNS compare to other JUs (Source: SBA)

JU	TOTAL STAFF 2024	of which TA	of which AC	of which SNE
IHI	54	39	15	0
Clean Aviation	41	35	6	0
SESAR 3	40	37	1	2
EDCTP3	34	26	8	0
Clean Hydrogen	31	27	2	2
KDT-CHIPS	31	14	16	0
CBE	29	13	16	0
Europe's Rail	29	10	17	2
SNS	17	7	10	0

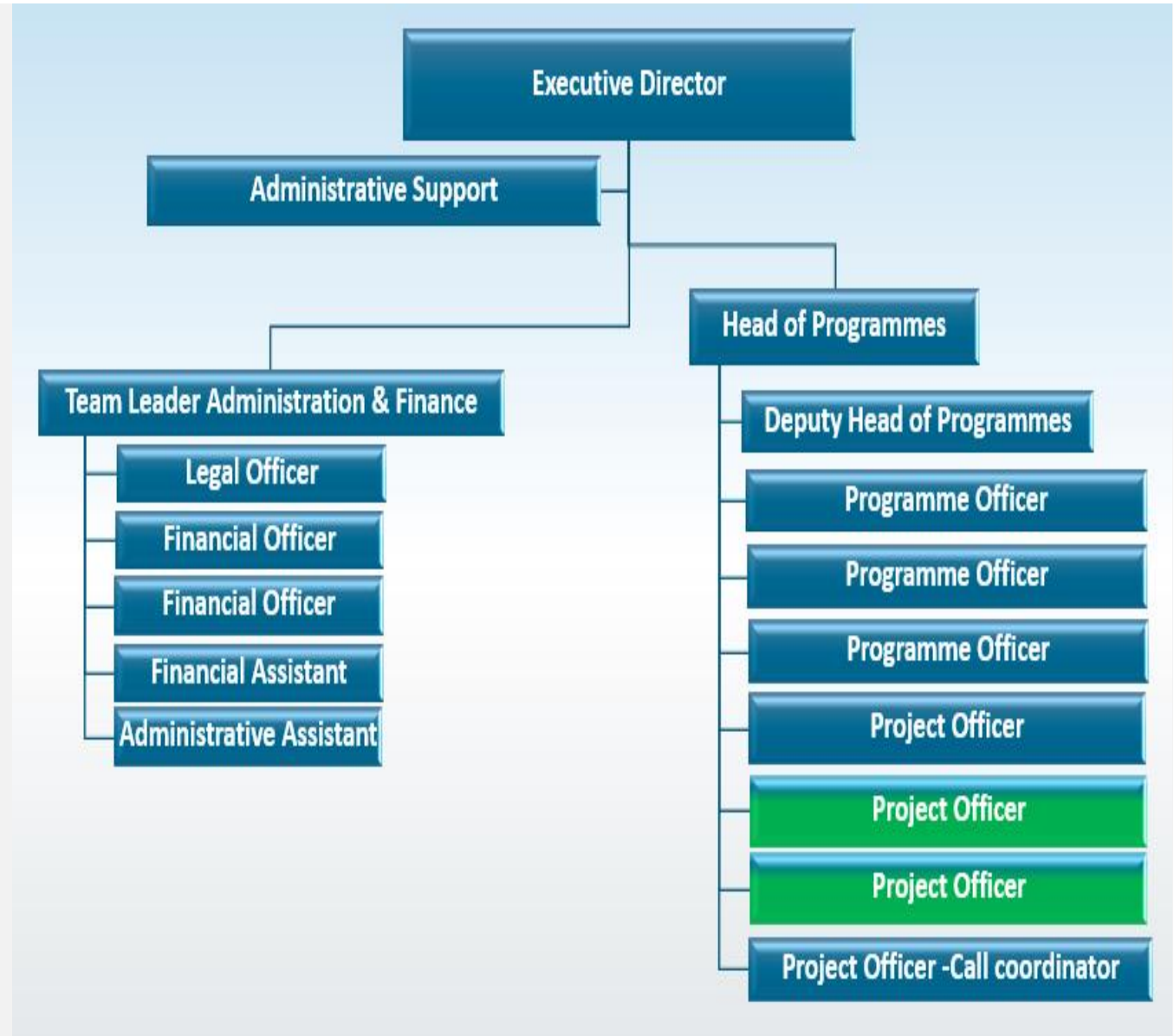


Strained Resources: The Challenges of JU

Limited Staff

- SNS Staff establishment plan foresees **17 staff** (including the ED)
- 7 TAs (only 1 HoU) and 10 CAs
- Current staffing: **15 filled positions** + **2 vacant** positions for Project Officers
- **Missing positions in the SEP:**
 - Human Resources Manager
 - Internal Control Manager
 - Communication Officer
 - IT Officer
 - Governance Officer

= Multitasking Staff members!



Readiness assessment Report (Autonomy process) 1/1

REQUIREMENTS	DESCRIPTION
Governing Board	Establishment of the GB
Executive Director	Appointment of the ED
States Representatives Group	Establishment of the SRG
Stakeholders Group	Establishment of the SG
REQUIREMENTS	DESCRIPTION
Financial Rules	Adoption of the SNS Financial Rules by the Governing Board
Financial Circuits	Adoption of the SNS financial circuits by the Executive Director
Accounting Officer	Appointment of the Accounting Officer by the Governing Board
Accounting and Budget Implementation System (ABAC Workflow)	Set-up of SNS ABAC and SAP, following DG BUDG step-by-step procedure
Transfer of open commitments	Identification of Open Commitments from EC ABAC and transfer to SNS ABAC
Appointment of specific roles to SNS staff	Appointment by the Executive Director of SNS Staff on specific roles
Legal Entity File (LEF)	Registration in ABAC
Bank Account & Bank Account File (BAF)	Virtual Bank Account and BAF created by DG BUDG
Access to Early Detection and Exclusion System	Access to the Early Detection and Exclusion System (EDES) database
SNS Budget and Annual Work Plan 2023	Adoption by the Governing Board
Financial Framework Partnership Agreement and Contribution Agreement	Agreement between the SNS JU and the European Commission
REQUIREMENTS	DESCRIPTION
Internal Control Framework (ICF)	Adoption of the Internal Control Framework by the GB
ICF Action Plan	Adoption of the ICF Action Plan by the Executive Director
List of Procedures	Adoption of the manual by the Executive Director
Manual of Financial workflows	Adoption of the manual by the Executive Director
Anti-Fraud Strategy	Adoption of the Anti-Fraud Strategy by the Governing Board

Readiness assessment Report (Autonomy process) 2/2

REQUIREMENTS	DESCRIPTION
Service Level Agreements with EC services	SLAs with BUDG, HR, PMO, DIGIT
Service Level Agreements with JUs	SLAs on BOA on accounting, HR, procurement and ICT services
Office	Subleasing agreement signed for the White Atrium. Starting date June 2023. Furnished office.
IT Tools	Onboarding of EC corporate tools
Host Agreement	
Belgian Business Register	Registration in the Belgian Companies Register (Banque Carrefour des Entreprises – BCE)
FRAMEWORKS TO SIGN WITH DIGIT	Financial Autonomy SNS JU : 24 October 2023

Agreement with DIGIT to keep current laptops
 Quota transfer form + Request for participation + survey + ARES notes
 SIDE II (Microsoft licenses)
 TELCO DPS (Sim cards)
 MEQ IV lot 1 (laptops)
 MEQ IV lot 2 (peripheral, headsets, keyboards, mouses, displays, speakers, smartphones...)
 DPS (Laptops - to replace MEQ IV)
 CLOUD II
 PRINCESSE III (printer)
 NATASHA (Network switching)
 RACHEL (Citrix solution for connection to the SAP environment)
 Secem
 Telephony - Skype
 Hosting services for emails
 FW for Vmware

But
No IT Autonomy yet!
 (Planned: January 2025)

PROCUREMENTS TO LAUNCH

Insurance (civil liability)
 Specific Contract to appoint an external auditor
 Real Dolmen - under BOA
 Real Dolmen consultancy - direct procurement low value below 15k
 SIDE II - licenses
 TELCO DPS
 MEQ IV lot 1 (Laptops) and lot 2
 DPS (laptops)
 CLOUD II
 PRINCESSE III (printer)
 NATASHA
 RACHEL

OTHER IT ACTIONS

Creation specific sns email addresses/accounts
 Need Wildcart certificate from DIGIT for EU login
 Migration of email servers
 Migration of HAN (Ares)

Multifaceted and critical Human Resources tasks

SIR to analyse, adopt
and publish = 46 GB
decisions so far...



HR Policies to
adopt/implement



HR areas of actions

1 Types of Post and Posts title
2 Outside activities
3 Classification
4 Working time
5 Part-Time
6 Leave
7 Education allowance
8 Place of Origin
9 Travel expenses
1
0 Removal expenses
1
1 Maternity leave/pay
1
2 Employment Contract Staff
1
3 Teleworking
1 Unpaid leave for TA and CA
4
1
5 Appraisal TA
1
6 Promotions
1
7 Appraisal CA
1
8 Reclassification CA
1
9 Policies for engagement of TA
2 The maximum duration for the recourse to non-permanent
0 staff
2
1 Housing policy
2
2 Living conditions allowance
2
3 Home leave non-EU
2
4 Post leaves non EU

Framework for Learning and
Development

Policy against Harassment (JUs
Confidential Councilors Network)
Guidelines on aid for disabled
persons

Guidelines for Whistleblowing

Staff Committee

Guidelines on the election of the
Staff Committee

Guidelines for Missions

Back Office arrangement HR

HR Recruitments (Vacancy
Notices, interviews, tests and
contract check
Probation/Annual Appraisal
exercises

Annual Reclassification exercises

Management of Missions (MIPS)
Management of
Presences/absences (SYSPER)

Management of payrolls
Management of
Training/Development (EULearn)

Human Resources Management
Strategy (planning, monitoring)
Social Dialogue with Staff
Committee

Maintenance and Supervision of
HR info and any other HR tasks

1 TLAF

+

1 LO

+

1 AA

Multidimensional and crucial Admin/Financial tasks

ED/GB Decisions/Policies
to implement



ED nominations



Areas of actions

List of roles for the ex-ante control
Manual of Financial Workflows
Data Protection Implementing rules
Rules concerning restrictions of certain
rights of data subjects
Internal Control Framework (ICF)
ICF Action Plan
Privacy Statements and record of
processing
Records and Archives Management
Policy
Phasing-out Plan
Interinstitutional agreement OLAF
Conditions for OLAF Investigations
Anti-Fraud Strategy
Internal Audit Charter
Prevention and Management of
Conflicts of Interest
Back Office arrangements
Accounting/procurements/IT

Data Management Officer (DMO-EDOMEC)
Cybersecurity Officer (CSO)
Eprocurement change Lead and Local
Procurement Expert (ECL and LPE)
Data Protection Officer (DPO)
OLAF Contact Point (OCP)
Single Point of Contact for SYGMA COMPASS
(SPOC SYGMAN COMPASS)
Local/External Informatics Security Officer(ExISO)
External/local Legal Authorising Manager
(ExAM/LAM)
External ABAC Helpdesk and External Technical IT
Manager
Single Point of Contact for ABAC (SPOC ABAC)
Audit Liaison Officer (ALO)
Accounting Correspondent
External ABAC Coordinator
External Liaison Officer - Helpdesk Central
Financial Services

Budget Planning, analysis and
Management
Financial Planning, analysis and
Reporting
IKAA Management
Grant Management
Procurement and Contract Management
Financial system management
(ABAC/SUMMA)
Payroll Management
Cashflow Management
Data Management (HAN and others)
Internal Control and Risk Management
Personal Data Management
Any other task requested by the
Commission
services and other institutions

1TLAF

+

1 LO

+

2 FOs

+

1 FA



Commission services versus small entities (and budget)

Service Provider	HR.A.5 – HR Data and Analytics																														
Standard Service Features	<p>HR Reporting and Analytics Services process data on the workforce of the Institution/agency (essentially based on SYSPER), with the purpose of producing decision-ready information supporting effective and efficient HR management.</p> <p>Services delivered include:</p> <ul style="list-style-type: none">Controlled read access to reporting tools, including standard HR reports, HR Analytics, and HR Dashboards.HR Reporting service desk, providing ad hoc, statistical analyses and detailed reports on relevant aspects of the Institution's workforce, on request on recurrent basis.Supporting activities, including consultancy and advice on interpretation of HR data, relevant training on the use and interpretation of metrics and reports, documentation, general co-ordination of data governance and of data quality improvement.																														
Prerequisites and Additional Information	<ul style="list-style-type: none">HR Reporting Services require that the Institution acquires and uses the basic set of SYSPER modules.Reporting tools (including reports, interactive dashboards and other analytical tools) are provided by the system owner DG HR. Services depend on systems delivered by the system supplier DG DIGIT and hosted on the infrastructure of the Data Centre of the European CommissionHR Reporting and Analytics Services are a prerequisite to business services delivered by DG HR in the domain of appraisal of performance, promotion and reclassification of staff.																														
Beneficiaries	<table><tr><td>Based in:</td><td><i>Brussels</i></td><td><i>Luxembourg</i></td><td><i>Other</i></td></tr><tr><td>EU Institutions</td><td><input checked="" type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input checked="" type="checkbox"/></td></tr><tr><td>Executive Agencies</td><td><input checked="" type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr><tr><td>Joint Undertakings</td><td><input checked="" type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input checked="" type="checkbox"/></td></tr><tr><td>Decentralised Agencies</td><td><input checked="" type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input checked="" type="checkbox"/></td></tr><tr><td>EEAS</td><td><input checked="" type="checkbox"/></td><td><input type="checkbox"/></td><td><input checked="" type="checkbox"/></td></tr><tr><td>Others</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr></table>			Based in:	<i>Brussels</i>	<i>Luxembourg</i>	<i>Other</i>	EU Institutions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Executive Agencies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Joint Undertakings	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Decentralised Agencies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EEAS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Monitoring and Billing Arrangements	<p>On 1st of October, the exact staff figure of each Institution is assessed for the billing arrangement of the following year. The Commission reserves the right to recalculate the price, if a substantial change in the number of Institutions served would affect the Commission's resource needs in order to deliver the service. The price is also subject to change depending on potential additional services requested. The price is 80€ annually per staff member with a minimum amount due of 100 staff per institution.</p>																														

European Commission services and FWCs : typically designed to support larger organizations

 **286.000€ since 2023**
(200.000€ only for tools)

- High Fixed Costs
- Minimum Service Levels: often scaled to meet the needs of at least 100 staff = excess capacity and underutilization
- Enterprise Licensing Models: Software applications and productivity suites (eg Microsoft 365): high per-user costs
- Limited Customization: Standardized services with lack of flexibility to be tailored to the specific needs of small teams
- Rigid Service Packages: pay for bundled services and features JUs do not use, leading to inefficient resource utilization
- New EC tools = new training needs and challenging adaptation periods

JUs Back Office Arrangements : “Efficient vet insufficient” ...

- **Art 13 SBA: 7 potential areas for Synergies and efficiencies**
5 covered already:

- ☐ BOA Accounting
- ☐ Legal: BOA on procurements
- ☐ BOA on HR matters
- ☐ BOA on IT
- ☐ Logistics: BOA on Facility Business Management

(not formalised yet)

(No audit nor Communication : too sensitive/specific)

Benefits for SNS JU in terms of:

- Sharing expertise
- Harmonisation with current practices
- Establishment of critical mass for effective negotiations
- Coordination with other JUs
- Time savings (especially in big procurement procedures)



Limits:

- **Specificities for each JU**
- **Separate discharges**
- **Limited staff in other JUs**

JU limits versus strict compliance rules and auditing

- **European Court of Auditors (ECA):**
 - 1st Audit on SNS JU : April 2023
 - Audit of the provisional accounts for 2023 : ongoing
- **Internal Audit Services (IAS)**
 - Charter with IAS signed in February 2024
 - Internal Control Risk Assessment done in April-May
- **European Data Protection Supervisor (EDPS): Data protection survey SNS:** First exchange
 - DP processing activities central records (retention periods) : [info and tool: https://smart-declaration/](https://smart-declaration/) ; data-protection@sns-ju.eu
 - Personal Data breach Detection, Response, and monitoring Risk assessment, (Investigation and reporting)
 - Training & Awareness in SNS



Need for Enhanced Measures

Some areas for further analysis:

- **Specific JUs Guidelines and website with pages on different topics (Budget, Finance, HR, IT, ICF, Legal, DP)**
- **More coordination CIC/CPC and JUs, more communication and exchanges for faster reactions**
- **Specific online platform (share point) for exchanges EC services/JUs and with contact list JUs/specific and horizontal EC services**
- **Discussion on specific tools for JUs (e.g. IKAA) or on improvement of current tools**



SMART NETWORKS AND SERVICES
JOINT UNDERTAKING

THANK YOU FOR YOUR ATTENTION



Contact us: smart-networks.europa.eu

CNECT-E1-SNS@ec.europa.eu





Driving Urban Transitions to a sustainable future

Co-funded Partnerships – State of Play

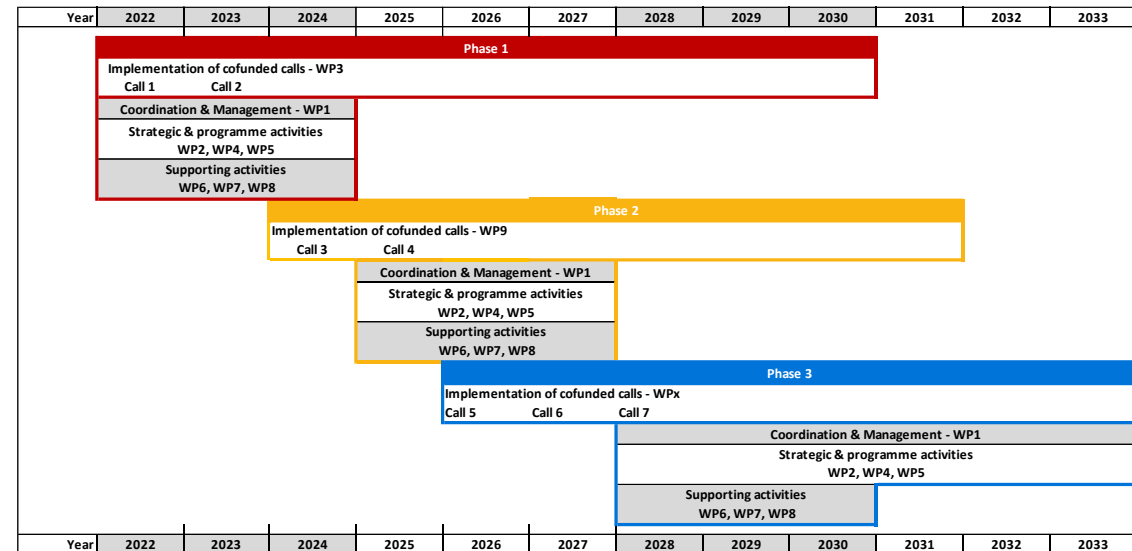
Concept

- 7-year programme based on long-term commitment of MS/AC and EC
- Strategic partnership of MS/AC and EC on key areas
- Comprehensive programme through implementation of joint calls and additional activities (combining ERA-NET and CSA-style of activities)

Reality

- 7-year programme cut into slices causing overlapping phases
- Implementation as standard HE project with focus on administration
- Micromanagement and missing or unclear EC guidelines hamper implementation of PS

Grant Management



- Instead of 3 separate grants Co-funded PS need to manage 3 sub-grants with the same effect
 - no budgetary flexibility, no shift of budgets across sub-grants
 - same reporting burden in parallel, multiplying admin efforts
- No binding guidelines on financial management and eligible costs
- Continuous amendments and pre-financing result in EC plans to postpone financial reporting for several years increasing financial risks for PS coordinators substantially
- Reporting system does not provide an interface to import data, resulting in the requirement to manually enter hundreds of data items

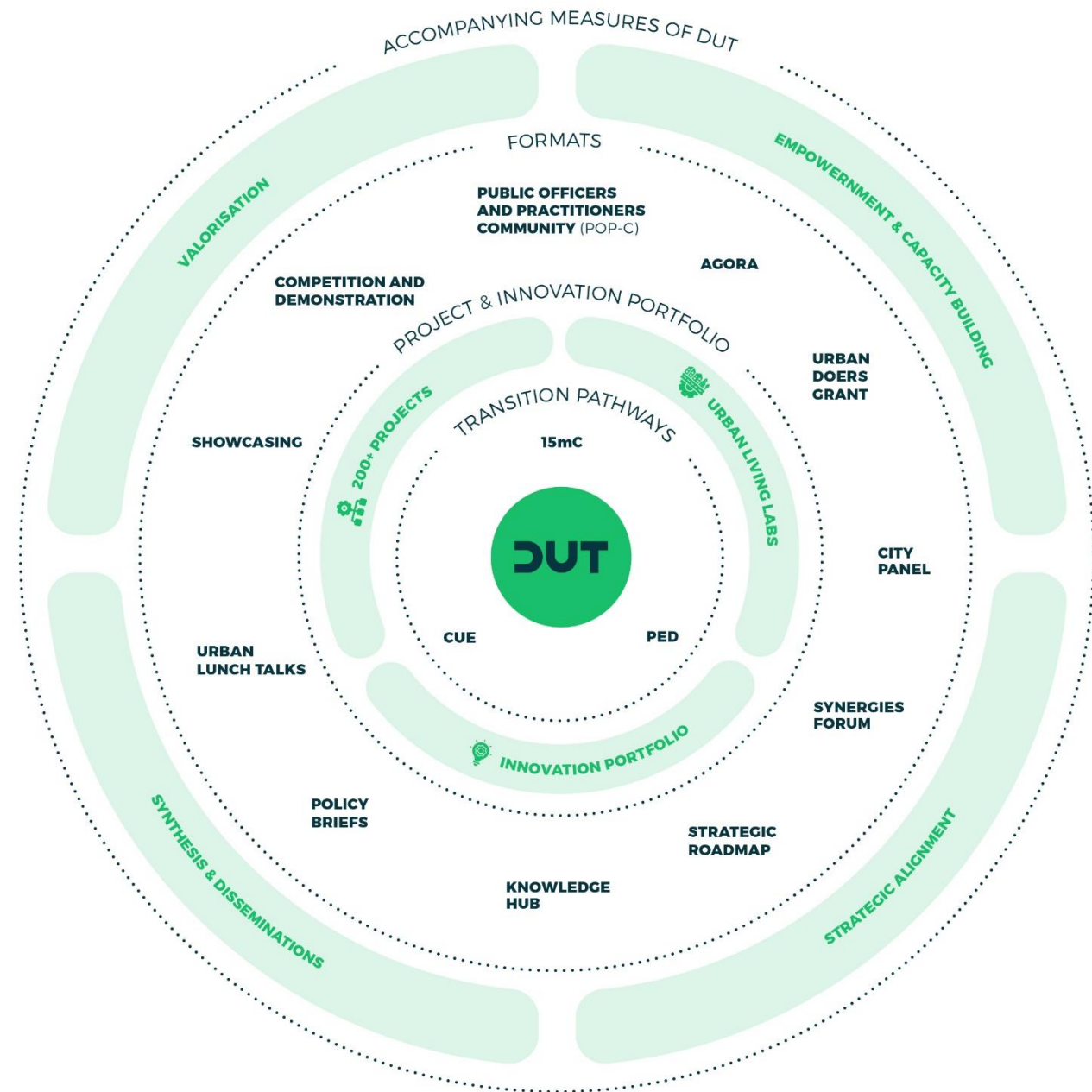
PS Budget



- Overall PS budget depends strongly on budgets granted for projects
 - budget plans can only be indicative due to uncertainty of final budgets spent for funded projects
 - due to co-funding rules, final PS budgets are only certain at the end of the PS
 - in-kind contributions...
- However, PS budget is treated as a regular project budget and any deviation has to be justified in detail
- Difficult budget predictability requires extensive risk mitigation activities at additional cost

PS Implementation

- New formats or instruments, e.g., to mobilise and support new actors, need to be approved by EC upfront
 - very limited flexibility to accommodate for new needs and innovative formats
 - critical response time of EC legal and finance experts
- Fast-changing urban eco-system needs to be addressed by agile programme management
 - very limited flexibility to adjust the thematic development of the programme
 - adjustments are rather considered as 'bad planning'



Conclusions

- Implementation of Co-funded PS through traditional grants is not appropriate
- Improvements are needed urgently to allow PS to evolve and deliver impact **NOW**
- Transparency on procedures is needed across Agencies and PS to ensure equal conditions and clarity of rules
- A joint process involving PS in the re-design of the PS model is asked for, including the specification of rules and procedures upfront
- Clear, written rules and guidance must be available right from the start to avoid arbitrarily defined rules and regulations, and to safeguard a reliable basis for reporting and audits

Driving Urban Transitions to a Sustainable Future

European Partnership under Horizon Europe



Margit Noll

CEO

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info@dutpartnership.eu

Coffee break



Case studies – Perspective of Funding Entity

- Co-programmed Partnership

Benedetta Trignani, Monitoring and Reporting Officer, 2Zero

Case studies – Perspective of Beneficiary

- Beneficiary of a Joint Undertaking call

Judy Martin, Head of R&T Development & Partnerships Europe, AIRBUS

- Perspective of EIT KIC

Sonia Muñoz Blanc, Director of Business Operations, European Institute of Innovation & Technology (EIT)
Food



5th June 2024

Workshop on European Partnerships Administrative Burden

Experience sharing from
2Zero
Co-Programmed Partnership

Benedetta Trignani

The presentation in a nutshell



- **Obligations** arising from **MoU**, including its impact on the preparation, implementation, monitoring and reporting of co-programmed partnerships.
- Overview of the **reporting exercises**, specifying the frequency, aim and type of contents required, sources and tools to collect and submit information. This will outline the main **challenges** and critical points that, in our view, arise from these obligations. A specific section will be dedicated to **LeMesurier Project**, launched to measure the impact of the partnership in both qualitative and quantitative terms, with a particular focus on KPIs.
- Partnership's **direct experience** in dealing with administrative burdens, offering **suggestions** on how to streamline the process.

Memorandum of Understanding



- **2Zero** is a **Co-Programmed European Partnership**, implemented based on a **MoU** with the **EU**.
- The main aim is to support the development and implementation of **research and innovation activities** of **strategic** importance, in line with **EU priorities**, including the **Sustainable Development Goals**. This will be reached by facilitating and carrying out **research, innovation, dissemination activities**, aiming also at **market, regulatory and societal uptake**, including **workforce training**.
- We are not new to this landscape: we previously existed as the **European Green Cars Initiative (EGCI)** from 2009 to 2013, and the **European Green Vehicles Initiative (EGVI)** from 2014 to 2020.
- The foundation for the cooperation outlined in the MoU is the multi-annual **Strategic Research and Innovation Agenda (SRIA)** agreed upon by the Partners. This agenda defines the **annual priorities** in alignment with the **Strategic Plan** for Horizon Europe.

Financial contributions by the Partners



- Any Union contribution is used to **fund research and innovation**. The European Commission plans to allocate up to **EUR 615 million** to actions within the scope of the Co-programmed European Partnership.
- In addition, the Partners other than Union contribute up to **EUR 615 million** for the period **2021–2030** to complement the Union's contribution. Contributions by the Partners other than the Union take the form of:
 1. **In-kind contributions to the Actions funded by the Union**, consisting of eligible costs in accordance with the Horizon Europe rules, minus the Union contribution
 2. **In-kind contributions to Additional Activities** which contribute to achieving the objectives of the Co-programmed European Partnership which are in the scope of the SRIA but are not covered by Union funding
- Further resources are dedicated to **Investments in operational activities** that go beyond the work foreseen in the SRIA, that contribute to achieving the objectives of the Co-programmed EU Partnership, where there is a clear link between the investment and the activities of the Partnership

Activities and commitments of the EU Commission



- The European Commission commits to **considering** the **inputs and advices** from the Partners other than the Union, when identifying and defining research and innovation **call topics** related to the 2Zero partnership for inclusion in the Horizon Europe **Work Programmes**.
- Additionally, the Commission may contribute to the **regular monitoring** of the Co-programmed Partnership through its participation in the **Partnership Board** and other activities.
- The Commission also conducts **interim and final evaluations** of the Co-programmed Partnership in a timely manner, integrating their findings into the **Horizon Europe evaluations**. These evaluations will assess the **Partnership's success** in meeting its goals, its added value, effectiveness, efficiency, openness, relevance, and alignment with policy, also to determine the best **future policy actions** and the potential for **renewing** the Partnership.

Activities and commitments of Partners other than the Union



- The Partners other than the Union **provide inputs and advices** to the European Commission to contribute to the identification of **priorities** and the definition of **call topics** of the **Work Programmes**.
- They also undertake to perform **In-kind Additional Activities** and **Investments in operational activities** in support of the objectives set out in the MoU.
- The activities of the Co-programmed European Partnership will be subject to continuous **monitoring** and periodic **reporting**, that will feed into the **evaluations of the Co-Programmed European Partnerships** as part of **Horizon Europe evaluations**.
- The Partners agree to set up and implement an effective **reporting and monitoring system**. The reported information should include, among others:
 - **Calls for proposals** in the Horizon Europe Work Programme and any other necessary information about **Union policies or programmers** > The primary means of collecting information are **EU Commission's reporting systems** for management of Horizon Europe
 - **Activities** and fulfilment of **contributions** by the Partners other than the Union, progress towards **objectives, deliverables** and **KPIs**, results, impacts and leverage > The primary means of collecting information are **annual and biennial reports from the Partners**, using a **common methodology**

IKAA plan



- **FREQUENCY:**

- **Annual**, at the end of the year

- **CONTENTS COVERED:**

- The aim is for the Partnership Board to annually list the **Additional Activities** they perform to steer R&I investments towards partnership's objectives.

- **DATA COLLECTION AND SUBMISSION:**

- Information collected by **selected delegations** to the Partnership Board is gathered on an Excel document
- Data is **anonymized** and submitted to the **Partnership Board** for approval.
- This approach aims to **streamline** the process and reduce burden by limiting the number of contributing members.

- **CHALLENGES**

Many members are reluctant to disclose information due to **confidentiality-related concerns**, mainly because most of activities that should be reported are **ongoing or not yet started**.

The requirement for **both yearly planning and reporting** is causing **confusion** among members, making the added value of the plan unclear and challenging to gather the necessary information.

IKAA report



- **FREQUENCY:**

- **Annual**, at the beginning of the year

- **CONTENTS COVERED:**

- **In-kind additional activities** from the previous year, including description of activities , funding sources (private, public, or both), and links to partnership or EU-funded projects.
- **Investments in operational activities** (feed into Full monitoring report).

- **DATA COLLECTION AND SUBMISSION:**

- Member inputs are collected via an **online questionnaire**, anonymized, and summarized to complete a **template common** to all partnerships.
- This final template is then **submitted to the Commission** via an online tool.

- **CHALLENGES**

The effectiveness of the questionnaire is hindered by several factors, primarily the **low response rate**. This can be attributed to various reasons:

- Respondents are often **overwhelmed** with **multiple questionnaires** to fill out **simultaneously**, especially if they are involved in several partnerships.
- **Gathering** the requested type of information may be **hard** for respondents.
- Concerns related to **confidentiality** also impact participation.

It's crucial to identify the **underlying reasons** preventing respondents from providing answers, if we want to boost participation.

Completing the IKAA report from our side requires significant **resources** and **time** but sometimes doesn't offer significant added value in monitoring results:

- The level of **detail** expected is often too **high**, especially for co-programmed partnerships.
- The requested information sometimes are not the best way to **measure adequately** the impact of these partnerships.

Simplification is essential, especially evident in the **complex template** for the in-kind additional activities plan/report. The current categorization system could **misalign** activities and funding.

Investments in operational activities



- **FREQUENCY:**

- **Biennially** by the Partners other than the Union

- **CONTENTS COVERED:**

- **Investments in operational activities** that go beyond the work foreseen in the SRIA, contributing to achieve the objectives of the Partnership, with a clear link with its activities

- **DATA COLLECTION AND SUBMISSION:**

- This year, respondents are asked to provide information on "Investment in operational activities" in a dedicated section of the **IKAA report**
- The information collected will feed into the **Full monitoring report**

- **CHALLENGES**

The **distinction** between IKAA and Investments in operational activities is still **not so clear** and may add an extra layer of **complexity** and **administrative burden**.

Full Monitoring Report



- **FREQUENCY:**

- Every **second year** (2023/2025/2027)

- **CONTENTS COVERED:**

- Progress towards:
 - **KIPs** for the **overall HEP** defined and monitored by the **Commission** (including **societal** goals)
 - **Partnership-specific KIPs** listed in the **SRIA** (support from **LeMesurier** project)
 - **KIPs common to all Partnerships**, set by at the beginning of HEP
- Information on the **functioning** of the Partnership
- Agreed and provided **contributions** (Union contributions , Direct leverage, Indirect leverage)
- **Impact case studies**

- **DATA COLLECTION AND SUBMISSION:**

- **Common template** for all partnerships

- **CHALLENGES**

The **definition** of **KIPs** has been very challenging, with misunderstanding regarding objectives, targets, KIPs ... leading to a very **complex** monitoring framework.

The report requires information of **varying complexity**, with KIPs being much harder to measure compared to general information on how the partnership is being implemented.

To support us better measure KIPs, **LeMesurier** project has been launched. It will provide a comprehensive **assessment** of the 2Zero KIPs and their **impacts** on the road transport system.

LeMesurier



LeMesurier is a 2-years project, launched in January 2024 to address the complexity in measuring **partnership-specific KPIs**

- The main goal is to assess the **achievement of KPIs** outlined in the **SRIA** and to quantify the **impact** of the partnership's **projects**, identifying those that directly contribute to the KPIs and extracting key **products, outcomes**, and concrete **results**.
- The project actively **shares** its findings with a diverse audience, including **stakeholders** within the road transport sector, **policymakers** across member states, and **general public**.
- In addition, **LeMesurier** will provide **recommendations** and **methods** for further evaluation and analysis.

To **gather** data and insights, **LeMesurier**:

- utilizes various tools and sources, including **direct consultation** with project partners, **qualitative analysis** of selected projects, and continuous **reporting data** from EU-funded R&D projects
- engages in **dialogue** with 2Zero partnership for alignment and understanding of objectives
- coordinates with **stakeholders** to develop **models** representing the road transport system, incorporating inputs from **2Zero project results** and other relevant data sources to calculate KPI values effectively.

Biennial Monitoring Report



- **FREQUENCY:**

- Every **2 years** (2021, 2023, 2025, 2027)

- **CONTENTS COVERED:**

- Partnership **identity** (mission, vision, composition)
- **Partnership Specific Impact Pathways** (PSIPs) through a strategy map showing the link between partnership objectives
- **Set of KPIs** extracted from our **SRIA**
- **Selected** number of KPIs **common** to all partnerships
- **Qualitative** information (e.g. thematic content)

- **DATA COLLECTION AND SUBMISSION:**

- **4-page template** about various **aspects** of the partnership and **thematic** on a selected topic
- **Online survey:** on a **set of KPIs** (not all KPIs are monitored in every survey cycle)

- **CHALLENGES**

Managing both the Biennial Monitoring Report (**BMR**) and the **Full Monitoring Report** almost **simultaneously** has posed challenges. It would be beneficial **extracting data** to fill the BMR from the Full Monitoring report, which already include information on common indicators.

It's been noted that some questions in the current template do not align well with co-programmed partnerships like ours. **Refining templates to suit each partnership** type would greatly enhance reporting efficiency and accuracy.

Suggestions for improvement



IKAA REPORT

- Address the underlying **reasons** of **low response rate**
 - **Provide** specific **training** to fulfill reporting commitments better
 - **Simplifying** the IKAA Report process
 - Reduce **detail level**
 - Revise **categories**: ensure accurate and relevant categories for activities and funding.
 - Focus on **non-confidential** information to boost participation
 - Identify an **alternative** way to compile information that is **already publicly available** (e.g. national projects)

IKAA PLAN

- It requires a significant amount of **extra effort** from members.
- The yearly planning and reporting requirements can be **confusing**, making information gathering challenging and leaving the plan's value unclear.
- Given this, we should consider **skipping** the IKAA Plan to alleviate the burden on our members.

INVESTMENTS IN OPERATIONAL ACTIVITIES

- The **distinction** between IKAA and Investments in operational activities should be better **clarified**, especially because these investments are **meaningful**
- Clear **guidelines** about their **definition** and the **methodology** to be followed to monitor them will help understand **what** exactly needs to be reported and **how**.

Suggestions for improvement



FULL MONITORING REPORT AND KPIs

- Our current process for **defining** KPIs needs improvement. The KPIs were not properly defined, causing issues in subsequent steps, and sometimes do not adequately address the partnership's focus.
- The process should be more **flexible**, without a rigid template, which creates a **complex** monitoring framework.
- To improve:
 - **Restrict** the number of KPIs
 - Better **clarify the differences** between objectives, KPIs, targets

BMR

- It would be beneficial if the BMR could be **extracted** from our Full Monitoring Report to **streamline** the process. Therefore, it could be suggested to **postpone** the BMR by a few months (after the Full Monitoring report).
- Having **dedicated indicators** for each partnership type would enhance clarity and efficiency, as some common ones in the current template do not align well with co-programmed partnerships like ours.



THANK YOU

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Perspective of Beneficiary



Administrative Burden Clean Aviation

J. Martin
5 June 2024

AIRBUS

- Clean Aviation Overview
- Examples of Administrative Burden
- Key messages & Projected Improvements

Ambition, Framework

European Research & Innovation Public-Private Partnership programme to develop **disruptive aircraft technologies** to support the **European Green Deal** and achieve **climate neutrality** in aviation by **2050**.

Follow on Programme to Clean Sky 2 and part of the **Horizon Europe** framework

Impact Driven Approach



Reduce Net GreenHouse Gas by **at least 30%** (vs 2020)

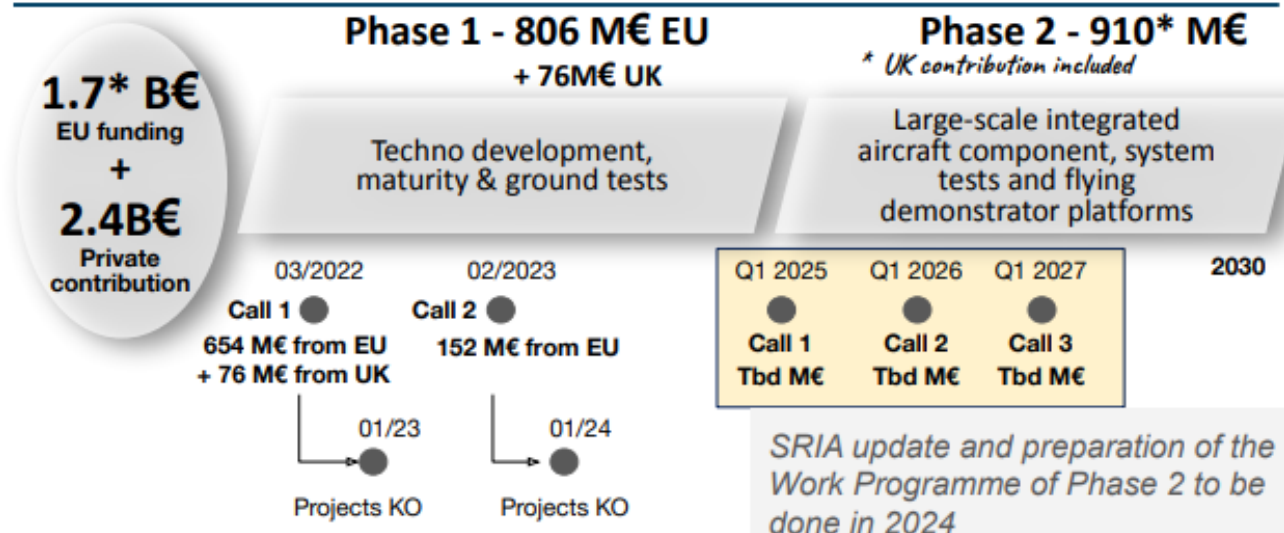
Enable net CO2 reductions **up to 90%** when combined with sustainable 'drop-in' fuels and / or zero CO2 emissions in flight when using hydrogen

Resulting technological and industrial readiness to be deployed no later than **2035**

Enable 75% of the world's civil aviation fleet to be replaced by **2050**

Timeline, Budget & Scope

HER: Hybrid Electric Regional
SMR: Short Medium Range
SRIA Strategic Research and Innovation Agenda



Structure of programme

H2
Pillar



Disruptive technologies to enable hydrogen-powered aircraft



SMR
Pillar



Short & Medium Range aircraft



HER
Pillar



Hybrid Electric Regional aircraft



Organisation & Documentation

Misalignment of expectations:

Different interpretations of the Council Regulation led to misalignment of expectations during the preparation phase of the Programme (eg. general organisation, documentation and the Roles and Responsibilities).

Structural misalignment:

Programme structured under 3 Pillars but officially no one project has the contractual responsibility for the Pillar coordination resulting in:

- Creation of ad-hoc groups to enable alignment among projects and partners
- Lack of standard documentation
- Duplication of data inputs

Financial

Unclear interpretation of the

Council Regulation -

Result was misalignment of ICAA obligations (eg. Founding Member obligation **vs** Project obligation)

New accounting rules

Rules to 'simplify' the process using daily personnel rates but change required additional effort to translate internal processes and accounting systems.

Reporting Monitoring Tools

To enable continuous reporting, the Clean Aviation Programme Office has implemented a meeting and reporting heavy calendar.

Each report is a contractual deliverable adding to the burden.

Duplication of data population into SYGMA & PLANES (the Clean Aviation tool)

Key Messages & Projected Improvements for Clean Aviation Phase II

- Improved alignment of IKAA reporting requirements (Member vs Project) and tools
- Need for simplification of Clean Aviation Joint Undertaking administrative activities to better align with other Joint Undertakings and ultimately use the Public Funding for R&T and not monitoring efforts.
- Increased involvement of the Clean Aviation private partners through the creation of a Private Partners Coordination Group to support the Clean Aviation Programme Office to define more agile and efficient ways of working in Phase II.
- Further development of the PLANES tool to ensure complementarity of data and avoid duplication.

Thank you

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EIT KIC - EIT Food

Workshop European Partnerships Administrative Burden



Co-funded by the
European Union



Sonia Munoz Blanc - 5th June 2024

EIT KIC

Challenge	Status	Potential improvement
The need for having external experts in all cases of selection of recipients of Financial Support to Third Parties (FSTP), impacts the cost-efficiency of launching calls targeting mid-level budgets, resulting in a negative effect in impact and Financial Sustainability.	<p>All calls for FSTP require experts in the selection. In the case the funding is above 60K EUR the requirement is of 3 external experts.</p> <p>If the call is designed in different stages the externals are required in each stage</p> <p>If a recipient of FSTP calls for subgrantees, they have to follow the same conditions (for example accelerators).</p> <p>Sometimes, the cost of the experts conditions how the KICs build calls affecting impact.</p> <p>The increase the number of applications received, increases the cost.</p>	<p>Reduce the number of external experts required, also for thresholds of FSTP higher than 60K EUR.</p> <p>In case of two stages, not to be obliged to use externals in both stages. Same as in some special re-cascade cases.</p> <p>The KICs are experts in their field and have competent resources internally to evaluate proposals. Allowing a greater mix of internal and external experts, improves the value for money and increases the impact through expertise and optimal design of calls.</p>

EIT KIC

Challenge	Status	Potential improvement
<p>The KICs cascade around 50% of their Funding allocation in subgrants and prizes (FSTP).</p> <p>This means that for half of the budget, the KIC enters into a legal commitment for activities that last more than one year. Commitment with partners go beyond the funding allocation.</p> <p>Yearly funding allocation is still happening in spite of having moved to a multiannual framework.</p> <p>Additional funding allocations are not effort-efficient and arrive too late, increasing the risk of underspending at the end of the Grant Agreement.</p>	<p>Grant agreement has evolved being annual until 2021 to being a 2 years until 2022 and 3 years for 23-25</p> <p>Funding allocation still partially done yearly</p> <p>Most of the funding is granted in the initial allocation (2023). There is still a funding allocation for 2024 and another one for 2025.</p>	<p>Increase the duration of the Grant Agreement to match the Framework Programme and allocate the funding at the start of the Grant Agreement.</p> <p>This would give assurance to the KICs for committing funding based on a known and signed framework/funding. KICs could optimize the portfolio selection, focusing on higher mid-long term impact and minimizing the underspending and the end of the Grant Agreement.</p>



Challenge	Status	Potential improvement
<p>Complexity of rules for cost eligibility for Start-ups, SMEs and other corporates not familiar with EU Funding.</p> <p>Lump sums are ideal for these situations where impact and delivery of the work is clearly measurable.</p>	<p>Lump Sums can be used, however the KICs are still cautious about the use of Lump Sums for relevant amounts of funding due to the Financial Risk assumed by the KIC in cascade funding and the lack of previous experience.</p>	<p>We would ask for specific guidelines and mitigation measures for the KICs while implementing cascade funding, with adapted rules and examples set in the next programming period.</p>

Challenge	Status	Potential improvement
<p>Stability of the Legal Framework (FW)</p> <p>The KICs have seen major changes in the legal framework since their start. The experience is that the legal basis of each new framework arrive too late and KICs and partners take risks at the start of each FW to start operating without a stable legal base.</p>	<p>This has been specially painful in the complex transition experience in the last years since 2021. Duration of the Grant Agreement, type of cascade funding, model grant agreement, audit (CFS) agreed upon procedures, etc, has been a moving target since 2021. We are seeing that most of this is stable in 2024. KICs have been losing credibility in front of partners and partnership has been deeply affected by this transitional period</p>	<p>We understand that a complex transition might delay the agreements and rules, however we would ask for certain commitment and assurance that once we have entered into the new Framework, we can expect for stability.</p>



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Lunch break

Table discussions



First table discussion (30 min)

What would you need now/soon (under Horizon Europe) in order to lower administrative burden?

Please identify up to 3 most important needs

Harvesting of first table discussion



Second table discussion (45 mn)

Create a FP10 scenario of high administrative and financial simplification:

Tables 1 and 4: how would it look like for the preparation/inception phase of a PS?

Tables 2 and 5: how would it look like for the implementation (incl. monitoring) of a PS?

Table 3 and 6: how would it look like for the reporting of a PS activities and expenses?

Second table discussion

Create a FP10 scenario of high administrative and financial simplification:

Create your scenario

Identify 1-2 benefits

Identify 1-2 risks (and possibly how you would mitigate them)

Coffee break



Harvesting of second table discussion



Panel Discussion: The way forward/solutions

Panel Discussion: The way forward/solutions

Speakers:

- European Agency: **Paul Webb**, Head of Department – Green Europe, European Research Executive Agency
- Partnership Representative Co-fund: **Margit Noll, FFG**, Head of department European and International Programmes and Coordinator of DUT
- Partnership Representative Institutionalised: **Stephanie Le Berre**, legal officer SNS JU
- European Commission G4: **Marion Jamard**, G4, Common Mission and European Partnerships
- Partnership Knowledge Hub: **Ewa Kocińska-Lange** (PL), Director, The National Centre for Research and Development (NCBR) Office in Brussels



Moderator: Marnix Surgeon

Comfort break

Closing messages

Marnix Surgeon, (acting) Head of Unit, Common Missions and Partnerships service, DG RTD, G4

Thank you



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