



Brussels, 24.2.2025
C(2025) 1147 final

COMMISSION DECISION

of 24.2.2025

**approving the 2025 Work Programme of the European Climate, Infrastructure and
Environment Executive Agency**

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THE EUROPEAN COMMISSION,

Having regard to the Treaty on the Functioning of the European Union,

Having regard to Council Regulation (EC) No 58/2003 of 19 December 2002 laying down the statute for executive agencies to be entrusted with certain tasks in the management of Community programmes¹, and in particular Article 9(2) thereof,

Whereas:

- (1) Commission Implementing Decision (EU) 2021/173² established *inter alia* the European Climate, Infrastructure and Environment Executive Agency ('CINEA') from 1 April 2021.
- (2) Articles 6(1) and 7(1) of Implementing Decision (EU) 2021/173 set out the Union programmes and parts thereof which CINEA is entrusted to implement.
- (3) Commission Decision C(2021)947 final³ delegated powers to CINEA with a view to the performance of tasks linked to the implementation of those Union programmes and parts thereof.
- (4) CINEA has submitted a draft Annual Work Programme to the Commission for approval prior to adoption by its Steering Committee, in accordance with Article 10 of Decision C(2021)947 final.
- (5) The draft Annual Work Programme should therefore be approved,

¹ OJ L 11, 16.1.2003, p. 1, ELI: <http://data.europa.eu/eli/reg/2003/58/oj>.

² Commission Implementing Decision (EU) 2021/173 of 12 February 2021 establishing the European Climate, Infrastructure and Environment Executive Agency, the European Health and Digital Executive Agency, the European Research Executive Agency, the European Innovation Council and SMEs Executive Agency, the European Research Council Executive Agency, and the European Education and Culture Executive Agency and repealing Implementing Decisions 2013/801/EU, 2013/771/EU, 2013/778/EU, 2013/779/EU, 2013/776/EU and 2013/770/EU (OJ L 50, 15.2.2021, p. 9, ELI: http://data.europa.eu/eli/dec_impl/2021/173/oj).

³ Commission Decision C(2021)947 final of 12 February 2021 delegating powers to the European Climate, Infrastructure and Environment Executive Agency with a view to the performance of tasks linked to the implementation of Union programmes in the field of transport and energy infrastructure; climate, energy and mobility research and innovation; environment, nature and biodiversity; transition to low-carbon technologies; and maritime and fisheries; comprising, in particular, implementation of appropriations entered in the general budget of the Union and those stemming from external assigned revenue.

HAS DECIDED AS FOLLOWS:

Sole Article

The 2025 Work Programme of the European Climate, Infrastructure and Environment Executive Agency as set out in the Annex to this Decision is hereby approved.

Done at Brussels, 24.2.2025

*For the Commission
Apostolos TZITZIKOSTAS
Member of the Commission*



EUROPEAN
COMMISSION

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ANNEX

ANNEX

to the

Commission Decision

**approving the 2025 work programme of the European Climate, Infrastructure and
Environment Executive Agency**

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FOREWORD. Message from the Director



As we enter 2025, CINEA stands at a pivotal moment, having reached cruising speed in implementing its programmes. This year will be marked by continuity and also adaptation to the new European Commission's priorities. With around EUR 13 billion set to be awarded to new projects in 2025, we remain committed to supporting sustainable competitiveness. This includes investment in infrastructure and industry, particularly in

energy-intensive sectors, with the aim of reducing energy costs and accelerating the transition away from fossil fuels. Our focus on fostering a climate-neutral, resource-efficient and resilient economy will continue to guide our efforts throughout the year.

Building on its experience, CINEA will provide valuable input for policy-making tailored to each programme and the needs of individual DGs. Enhancing synergies through cross-programme activities such as thematic analyses and workshops will remain central to the Agency's role in fostering cooperation between projects and stakeholders and strengthening the link between policy development and implementation. Moreover, CINEA will enhance the use of digital tools, including dashboards and story maps, to showcase information about its project portfolio and highlight complementarities across programmes. Finally, the Agency will promote its programmes by maintaining a strong presence at key events and showcasing project results across its communication channels.

In managing its diverse portfolio, CINEA will remain committed to ensuring an enhanced level of service for all programme participants while addressing the challenges posed by the high volume of projects and operations. We are proud of the positive feedback from our 2024 service satisfaction survey, which also provided valuable insights for further improvement. In 2025, we will act on this feedback, refining our support services so that they become even more effective and fit for purpose. Close collaboration with project beneficiaries will remain a priority as we offer technical advice and support to overcome the challenges of project implementation.

Internally, we will continue to strengthen our corporate culture by fostering staff engagement and collaboration, ensuring a strong sense of shared purpose and commitment. Our efforts to recruit and retain talent will also continue, with a focus on maintaining a low vacancy rate and providing tailored learning / mentoring programmes for staff.

2025 will bring new challenges, but with our extensive experience, commitment to excellence and dedication to supporting Europe's transition to a sustainable future, I am confident that CINEA will continue to thrive. Together with our stakeholders, we are building a greener, more resilient Europe for generations to come.

Paloma Aba Garrote, Director of CINEA

PART 1. Mission statement



By implementing its portfolio of programmes, CINEA (the Agency) plays a key **role** in helping the European Commission to advance economic development, enhance competitiveness, and protect environment and nature. The Agency is responsible for the entire grant management cycle of

seven EU programmes that focus on transport, energy, climate action, nature, environment, and maritime fisheries and aquaculture.

CINEA's **mission** is to support stakeholders in delivering their projects through its high-quality management of programmes contributing to decarbonisation and sustainable growth. The Agency encourages and supports knowledge sharing and synergies across its programmes, from devising ideas to deploying solutions. CINEA enables strong partnerships between public and private stakeholders, leveraging more resources and boosting results.

The Agency's **core activities** include:

- selecting proposals for funding in line with the principles of transparency, objectivity and equal treatment;
- signing grant agreements and contracts, and closely monitoring the project portfolio;
- promoting EU programmes and Commission activities, and disseminating project results and success stories;
- feedback to policy by providing the Commission's services with timely and comprehensive information.

CINEA implements its mission in close cooperation with its seven **parent DGs**:

- DG Climate Action (CLIMA)
- DG Energy (ENER)
- DG Environment (ENV)
- DG Maritime Affairs and Fisheries (MARE)
- DG Mobility and Transport (MOVE)⁽¹⁾
- DG Research and Innovation (RTD)
- DG Regional and Urban Policy (REGIO)

⁽¹⁾ Lead parent DG.

PART 2. Key performance indicators

CINEA uses a diversified performance framework, which combines both process and results oriented key performance indicators (KPIs) organised around three performance objectives.

Objective 1. High-quality programme implementation through efficient and sound budget management

High-quality programme implementation is measured by executing the delegated yearly budget (effective budget execution) and by the number of grant agreements (GAs) and payments processed on time (timeliness of operations). Additionally, a low overall risk amount at closure is testament to the Agency’s sound controls throughout all project implementation phases (robustness of controls).

Effective budget execution		Timeliness of operations		Robustness of controls
Execution commitment appropriations	Execution payment appropriations	Timely payments amounts/number	GAs signed on time	Risk amount at closure
Target: 100%	Target: 100%	Target: 100%/98%	Target: 98%	Target: <2%

Objective 2. High-quality services for the Agency’s applicants and beneficiaries

CINEA greatly emphasises the delivery of high-quality services to its applicants and beneficiaries, measured through a biennial survey. The 2024 survey revealed inaccuracies in the previous overall satisfaction target, as it combined the contrasting experiences of unsuccessful applicants and beneficiaries. To address this, the 2025 AWP applies separate satisfaction targets set at 70% or over for unsuccessful applicants and 90% or over for beneficiaries, based on the average results registered to date. This distinction ensures that each group’s experience is accurately captured and assessed, providing a clearer understanding of the Agency’s service performance.

The survey is complemented by the percentage of requests for review upheld by the Redress Evaluation Committee, which is an indicator of the quality of the evaluation process implemented by CINEA. The target of this KPI is less than 1% of the proposals re-evaluated following review requests.

Objective 3. Increased visibility of the delegated programmes

The increased visibility of delegated programmes is measured by the total potential reach across all communication channels with a target audience of over 90 million, which reflects the increased monitoring of outreach and CINEA’s efforts to promote EU funding and showcase project achievements. This broader dissemination of the available funding opportunities and project results helps to achieve a more positive public perception of the EU and its funding programmes.

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

Through the effective management of its diverse portfolio of programmes ⁽²⁾, alongside strategic communication efforts, tailored feedback to policy, and encouragement and support for knowledge-sharing across its stakeholders, CINEA contributes to the strategic objectives of its parent DGs. As a result, the Agency supports the European Commission's broader goals of ensuring a sustainable future, fostering business growth and competitiveness, and safeguarding the environment, further advancing the EU as a fair and prosperous society with a modern and resource-efficient economy.

3.1 Connecting Europe Facility (CEF)

The CEF programme aims to complete the trans-European transport and energy networks (TEN-T and TEN-E). By managing the **CEF Transport** portfolio, CINEA contributes to the development of the **TEN-T network**: the strategic backbone (core network) by 2030; the extended core network by 2040; and the comprehensive network by 2050. In respect of **CEF Energy**, the Agency supports funding to projects of common interest (PCIs) under the **TEN-E** policy as well as cross-border renewable energy (CB-RES) projects.

Further details on the outputs planned for 2025 can be found in [performance table 1](#).

Project portfolio management

CINEA will carry out the evaluation and grant agreement preparation for the 2024 **CEF Transport calls** (closing in January 2025) and monitor the implementation of ongoing projects. The Agency will also implement the Alternative Fuels Infrastructure Facility (AFIF2) rolling calls ⁽³⁾, for which there are two scheduled cut-off dates in 2025. More specifically, it will sign the grant agreements selected under the first cut-off date, complete the evaluation of the second cut-off date and begin preparing the grant agreements for the selected proposals. The Agency will also implement the technical assistance for Member States under the respective 2024 calls. Finally, multiple actions are expected to be closed in 2025 as the CEF Transport legacy programme reached its final year of implementation in 2024.

The Agency will publish the 2025 **CEF Energy calls** in line with the amended multiannual work programme, for both TEN-E and the cross-border renewable energy sector. CINEA will also finalise the evaluations of the 2024 calls, including the fourth call for projects seeking 'cross-border renewable project' status ⁽⁴⁾ and will prepare the grant agreements according

⁽²⁾ Includes both legacy programmes under the 2014-2020 multiannual financial framework (MFF) and new programmes under the 2021-2027 MFF.

⁽³⁾ The 2024-2025 AFIF call for proposals was launched in February 2024. It is a rolling call with three cut-off date - 24 September 2024, 11 June 2025, 17 December 2025.

⁽⁴⁾ Acquiring the status is a pre-condition of applying for CEF Energy calls for technical studies and works within the cross-border renewable energy sector.

to the respective timeline. The Agency will manage and monitor its project portfolio through regular interactions with its beneficiaries, mitigating risks linked to project implementation, and take appropriate actions where necessary. CINEA will support its beneficiaries in overcoming implementation challenges and brief its parent DGs on how projects are progressing.

Dialogue with stakeholders and feedback to policy

For CEF Transport, CINEA will contribute to DG MOVE's policy-making activities by supplying data on priorities such as decarbonisation and digitalisation, participating in working groups, supporting the European Coordinators, producing European Transport Corridors reports, and releasing Member State fact sheets and data.

The MAPIT ⁽⁵⁾ tool will undergo further development to deliver information for CEF2 projects, including geographical maps. Specific dashboards will also be made available for reporting purposes, including KPIs and storytelling on the TEN-T network.

For CEF Energy, the Agency will support DG ENER in monitoring PCIs and cross-border renewable energy projects lists, and provide input for the establishment of future lists. The Agency will contribute to the regional group meetings established as part of the TEN-E policy, the work of the CB-RES sector expert group and, where applicable, the related high-level groups for energy infrastructure.

CINEA will continue to update the PCI and CB-RES transparency platforms. It will also finalise the extension of MAPIT functionalities to incorporate geographical data on CEF Energy projects and generate CEF2 project information briefings.

At programme level, CINEA will report on the implementation of CEF1 and CEF2 and its cross-sector synergies, enhanced by the developed infrastructure catalogue/classification common to both sectors. Finally, the Agency will support its parent DGs in their efforts relating to the ex post evaluation of CEF1, the biennial CEF2 progress report and the CEF2 midterm evaluation. The Agency will also contribute to the efforts towards preparing the next multiannual financial framework (MFF).

External communication actions

CINEA will showcase the programme and project success stories through materials, events, such as info days, workshops and grant agreement signature ceremonies, in order to promote project results and calls for proposals. The Agency will also publicise the CEF programme and projects by participating in external events, e.g. gatherings organised by beneficiaries to raise the visibility of key projects, conferences on transport and energy infrastructure financing organised by the Polish and Danish presidencies, and sector specific events including Airspace World, the ITS Congress, the Energy Infrastructure Forum, the

⁽⁵⁾ The Mapping Performance Indicators for Transport tool (MAPIT) allows performance information for CEF Transport to be mapped, including project geolocation and allocation to the TEN-T network.

Integrated Carbon Management Forum, the Smart Grid PCI Forum and the EU Hydrogen Week. CINEA will also support DG ENER in organising the PCI Energy Days.

3.2 Horizon Europe (HE) Cluster 5, including EU Missions

By managing the implementation of Cluster 5 ‘Climate, Energy and Mobility’ ⁽⁶⁾ of the HE programme, CINEA helps to advance **climate** science and climate action uptake and boosts EU competitiveness by contributing to reducing **energy** demand and promoting a cleaner, more secure energy supply, while aiming for net-zero greenhouse gas (GHG) emissions in and across all modes of **transport**. The Agency also supports its parent DGs in achieving goals related to the implementation of Cluster 5 European co-programmed public-private partnerships and co-funded partnerships, the three crosscutting **EU Missions** it implements ⁽⁷⁾, as well as other key policy initiatives, including the New European Bauhaus (NEB) Facility.

Further details on the outputs planned for 2025 can be found in [performance table 2](#).

Project portfolio management

CINEA will organise the evaluation of several calls for proposals from the 2024 and 2025 Horizon Europe work programmes addressing the three Cluster 5 strands as well as the calls for proposals related to the EU Missions delegated to the Agency and the NEB Facility. An increasing proportion of the resulting projects is expected to originate from work programme topics based on lump-sum funding. The Agency will also aim to sign all grant agreements in accordance with the calls’ schedules ⁽⁸⁾.

The Agency will manage several public procurement procedures, including for the two Mission Implementation Platforms ⁽⁹⁾ and the contracts of the members of the three Missions Boards, as well as the NEB Facility. In parallel, CINEA will organise further procurement of services, e.g. relating to communities to help achieving the objectives of the Ocean Mission and the Ocean Observation and Industrial Carbon Management platforms.

Furthermore, CINEA will maintain regular communication with beneficiaries, assess project reports and deliverables, and oversee the implementation of the project portfolio. It will also provide support to beneficiaries to help them address any implementation challenges they encounter. Finally, the Agency will carry out other actions scheduled as part of the work programmes, including grants for identified beneficiaries.

Dialogue with stakeholders and feedback to policy

CINEA will provide policy feedback in line with the Cluster 5 feedback to policy plan, developed in collaboration with its parent DGs. Deliverables will include the publication of

⁽⁶⁾ Notably its three strands – climate, energy and transport.

⁽⁷⁾ ‘Adaptation to climate change’, ‘Restore our oceans and waters’ and ‘Climate-neutral and smart cities’.

⁽⁸⁾ Including for calls published at the end of 2024.

⁽⁹⁾ For ‘Adaptation to climate change’ and ‘Restore our oceans and waters’.

CORDIS result packs of mature project portfolios (e.g. on automated transport, R&I infrastructure, urban freight and logistics), other tailored communication products on supported projects, the organisation of thematic workshops/events (e.g. on climate adaptation/science, renewable energy, biofuels, buildings, alternative marine fuels and transport pollution) as well as assistance with other specific requests. In parallel, the Agency will participate in the relevant co-creation groups and Mission Owners Groups set up as part of the feedback to policy framework for Horizon Europe, and provide overall feedback to improve future work programmes.

Furthermore, the Agency will regularly update its parent DGs on the progress of key policy-related projects across the various sector portfolios and brief them on synergies between R&I projects and regional, national and international partners ⁽¹⁰⁾. Horizon Europe projects offering potential for synergies with the Innovation Fund in order to increase the value of results, as well as with other relevant EU programmes, will also be highlighted. Specific focus will be placed on cross-cutting issues and links between the three strands of Cluster 5 as well as between the EU Missions delegated to CINEA and other programmes implemented by the Agency.

Projects with high policy relevance will also be flagged via the available IT tools. In addition, CINEA will encourage its beneficiaries to use corporate dissemination and exploitation channels ⁽¹¹⁾ and other available funding mechanisms. Electronic newsletters to the Horizon Energy and Climate Science communities will also continue to be produced and distributed.

The Agency will cooperate with other implementing bodies, including Joint Undertakings, to jointly present project examples at key events. CINEA will also work with other relevant Union programmes, such as Digital Europe and its Destination Earth initiative ⁽¹²⁾, to convey the results of policy feedback and enhance synergies.

CINEA will maintain active relations with the management and secretariats of the three EU Missions and with the Implementation Platforms to ensure that all relevant implementation aspects and project outputs are communicated and disseminated. The Agency will also take active part in preparing feedback to policy plans in line with policy expectations and available resources.

⁽¹⁰⁾ For example, the Clean Energy Transition Cofund, support for the activities of the European Geological Services, support for the activities of European Technology and Innovation Platforms (ETIPs) and technology areas of the Strategic Energy Technology Plan (SET-Plan), support for the SET Plan Conference.

⁽¹¹⁾ For example, the [Horizon Results platform](#), the [Horizon Booster services](#) as well as other initiatives such as the Transport Research and Innovation Monitoring and Information System (TRIMIS).

⁽¹²⁾ <https://digital-strategy.ec.europa.eu/en/policies/destination-earth>

External communication actions

CINEA will organise an info day to promote Cluster 5 funding opportunities and various other activities to promote project results. The Agency will help its parent DGs with organising events such as the R&I Days, the New European Bauhaus festival, the Road Transport Research Conference, the Waterborne Days and the Civitas Urban Mobility Forum. It will also promote the programme at external events such as Aerodays, the Paris Air Show, the European Conference on Connected and Automated Driving, COP 30 of the United Nations Framework Convention on Climate Change, the European Climate Change Adaptation Conference, the European Sustainable Energy Week and ENLIT Europe, as appropriate. Finally, CINEA will participate in EU Mission events, including info days, and support social media activities in coordination with the respective secretariats.

3.3 Innovation Fund (IF)

The IF supports the commercial demonstration and upscaling of net-zero and innovative technologies offering the potential to substantially reduce greenhouse gas emissions. CINEA's IF portfolio contributes to mainstreaming climate-related spending and to fostering innovation and the delivery of significant GHG emissions savings.

More details on the outputs planned for 2025 can be found in [performance table 3](#).

Project portfolio management

CINEA will organise the evaluation of the 2024 IF calls with a submission in early 2025 and prepare the resulting grant agreements. The call supporting net-zero technologies (NZE) will address large, medium and small-scale projects, pilots and manufacturing topics. The second auction call – for renewable fuels of non-biological origin (RFNBO) hydrogen production – will include an additional topic for the maritime sector. A new dedicated call will also support the manufacturing of battery cells for electric vehicles. Finally, 2025 IF calls are expected to be published towards the end of the year.

CINEA will also sign the grant agreements resulting from the 2023 NZE call early in 2025 and continue managing its growing IF project portfolio, including by closely monitoring actions, and organising training events for coordinators and experts.

Dialogue with stakeholders and feedback to policy

Based on information derived from corporate tools and the KPIs form developed in 2023, CINEA will provide DG CLIMA with quarterly reports on the IF portfolio's implementation. Report topics will include greenhouse gas emissions reductions as well as technical and financial aspects. The Agency will also organise a series of thematic meetings to foster open dialogue and effective collaboration between CLIMA and CINEA as well as four to five closed-door knowledge-sharing (KS) events for IF projects on key programme topics. An annual report summarising all 2024 KS activities will be produced and shared with stakeholders.

For business intelligence, CINEA will focus on gathering and presenting structured information. One key milestone will be to begin developing ⁽¹³⁾ the KS IT tool to streamline data collection and processing.

The Agency will assist DG CLIMA in providing additional support for low-participation Member States, as outlined in the revised EU ETS Directive, which strengthens the role of National Contact Points (NCPs).

Finally, based on the experiences gained, CINEA will help to design future calls and improve of procedures, guidance documents and tools, including for the technical and financial aspects of projects.

External communication actions

In cooperation with and guided by DG CLIMA, CINEA will organise events to promote the programme and its funding opportunities (e.g. call and auction-specific info days, Clean-Tech Conference). It will also improve the quality of future proposals and communicate evaluation results. In addition, the Agency will, in close cooperation with DG CLIMA, promote the programme at various forums, such as the European Sustainable Energy Week, EU Hydrogen Week and the annual UN Climate Change Conference. To that end, the mapping of stakeholders and key events will be updated and expanded. Successful IF projects will be promoted further via videos, project and country fact sheets, and the dedicated IF public dashboard.

3.4 Programme for the Environment and Climate Action (LIFE)

The LIFE programme aims to drive the transition towards a sustainable, circular, energy-efficient, climate-neutral and climate-resilient EU economy. It also seeks to protect, restore and improve the quality of the environment and to halt and reverse biodiversity loss, thereby contributing to sustainable development. CINEA's management of the LIFE portfolio helps its parent DGs to develop and implement EU legislation and policies on the environment, including nature and biodiversity, as well as on climate action, including the shift to renewable energy and greater energy efficiency.

Further details on the outputs planned for 2025 can be found in [performance table 4](#).

Project portfolio management

CINEA will launch the 2025 calls for proposals in line with the 2025-2027 LIFE multi-annual work programme and begin evaluating these according to the scheduled timeline. Furthermore, the Agency will assist with awarding the 'Seal of Excellence' label ⁽¹⁴⁾ to

⁽¹³⁾ IT development and procurement strategy choices are subject to pre-approval by the European Commission Information Technology and Cybersecurity Board.

⁽¹⁴⁾ The 'Seal of Excellence' is awarded to project proposals ranked above a predefined quality thresholds but not funded due to budgetary constraints. With this label the Commission recognise the value of project proposals and encourage other funding organisations to consider them.

proposals not selected for funding, including forwarding the list of projects awarded to concerned applicants and parent DGs. Finally, the evaluation of the project proposals submitted under the 2024 LIFE calls will be finalised and the award procedure will be concluded with the signature of the respective grant agreements.

In terms of portfolio management, CINEA will continue to closely monitor the implementation of projects from a technical and financial standpoint. Where applicable, external monitors will also help the Agency to oversee actions on the ground. In parallel, CINEA will ensure that the service contracts in support of the LIFE programme are implemented soundly.

For the guidance on the funding of entities for the development, implementation, monitoring and enforcement of EU legislation and policy, CINEA has put in place additional controls and will continue to apply these during the ongoing and upcoming call cycles, in particular with regard to operating grants. These concern the formulation of calls for proposals, screening during the evaluation and grant agreement preparation, as well as regarding the reporting on the implementation of the activities.

GREEN ASSIST

Under the InvestEU umbrella, the GREEN Advisory Service for Sustainable Investment Support (GREEN ASSIST), which has a budget of EUR 30 million funded by the LIFE programme aims to promote and support green investments by facilitating access to advisory services.

The Agency will carry on implementing the two framework contracts related to the procurement of technical assistance on greening investments, capacity building and market development studies. Depending on the nature of the requests, advisory services will be provided either by selected contractors or through a roster of external experts, to which additional expert profiles will be added throughout the year.

Regular promotion of the Green Assist initiative aimed at generating requests for technical assistance will continue via CINEA's external events and through other communication channels.

Dialogue with stakeholders and feedback to policy

CINEA will maintain its existing relationships with all parent DGs, focusing on support for the policy development process, e.g. by contributing to impact assessments for legislative proposals, responding to specific requests, and providing support for work on regulation and policy documents. The Agency will also produce policy feedback sheets, compile project results and conduct analyses of key policy-relevant issues raised by the projects.

CINEA will take part in the Advisory Group of the Climate-ADAPT and organise project platform and concerted action meetings as well as INTERLIFE regional meetings to gain first-hand experience from projects and support policy development. Further assistance to parent DGs will be provided through the Agency's participation in meetings with Member

States and stakeholders, and by providing input based on information and experiences from the projects.

CINEA will share lessons learned from the programme's implementation and support its parent DGs with the midterm evaluation of the 2021-2027 LIFE programme.

Finally, the Agency will carry on collecting data at the proposal stage via a simplified set of KPIs in eGrants and provide information on impact indicators using the LIFE KPI database. The process of improving data quality control and delivery mechanisms will continue, as will the visualisation and valorisation of the collected data and results.

External communication actions

To promote the LIFE programme, the Agency plans to produce several infographics and fact sheets as well as regular electronic newsletters. Together with its parent DGs, CINEA will organise events such as the LIFE Awards, the European Sustainable Energy Week, the Covenant of Mayors Investment Forum - Energy Efficiency Finance Marketplace, as well as dedicated info days. The Agency will also promote the programme during various European and international events such as Green Week and at the Central and Eastern European Energy Efficiency Forum, Hannover Messe and Ecomondo.

3.5 European Maritime Fisheries and Aquaculture Fund (EMFAF)

CINEA's management of EMFAF contributes to more sustainable and competitive fisheries and aquaculture, fostering the development of a sustainable blue economy. This includes strengthening international ocean governance and enabling safe, secure and clean seas and oceans.

Further details on the outputs planned for 2025 can be found in [performance table 5](#).

Project portfolio management

CINEA will finalise the evaluation of projects from the 2024 calls and sign the respective grant agreements according to the scheduled timelines. New calls for proposals for flagship projects on smart specialisation strategies and regenerative ocean farming, scientific advice for fisheries and other topics will also open in 2025. Moreover, CINEA will continue to publish calls to identified beneficiaries and provide compulsory contributions ⁽¹⁵⁾.

Concerning procurement procedures, the Agency will implement several specific contracts ⁽¹⁶⁾ on topics such as scientific advice for fisheries management and Better Regulation activities. CINEA will also run studies supporting the evaluation of the Common

⁽¹⁵⁾ Commission Decision C(2021) 8819 final. Contributions are provided to the budgets of the international fisheries organisations and to the fisheries section of the Food and Agriculture Organisation of the United Nations (FAO)

⁽¹⁶⁾ It is expected that the Agency will launch a minimum of 13 Request for services under the various framework contracts.

Fisheries Policy and publish calls for tenders, e.g. to provide support services for the European Marine Observation and Data Network (EMODnet), the EU4Ocean Coalition, the BlueInvest Assistance Mechanism and studies on marine knowledge and ocean observation. In addition, the Agency plans to launch at least one call for tenders for a framework contract to provide DG MARE with policy-making studies to support Better Regulation activities and scientific advice on fisheries management in the Mediterranean.

In terms of portfolio management, CINEA will maintain close contacts with EMFAF beneficiaries and contractors and analyse their interim and final reports. In cases of reported difficulties, the Agency will assess the reasons and offer solutions in line with existing rules on sound financial management.

Dialogue with stakeholders and feedback to policy

CINEA will provide policy feedback in line with the 2025 EMFAF Feedback to Policy Action Plan agreed with DG MARE, in step with the DG's evolving policy priorities. Specifically, the Agency will produce relevant project fact sheets and further analyse the portfolio of actions and project deliverables on regional cooperation across sea basins. Finally, CINEA will organise events to support the networking, communication and dissemination of project results, including thematic workshops on regenerative ocean farming and on the energy transition of fishing vessels.

External communication actions

To enhance the visibility of the EMFAF programme, CINEA will update existing infographics and create new ones along with a brochure highlighting the results of scientific fisheries studies. Moreover, the Agency will help its parent DG to organise the European Maritime Day and actively participate during the European Ocean Days and at Hannover Messe and Ecomondo. The Agency will also tap into the communication channels and actions of the service contracts to promote EMFAF success stories, calls and DG MARE's policy priorities. Finally, CINEA will provide project success stories for the Euronews OCEAN series, managed by DG MARE, and also promote the programme on social media.

3.6 Renewable Energy Financing Mechanism (RENEWFM)

By implementing the RENEWFM, CINEA supports Member States to collaborate on achieving their individual and collective renewable energy targets. The Agency also contributes to DG ENER's specific objective of clean, affordable and secure energy.

Further details on the outputs planned for 2025 can be found in [performance table 6](#).

Project portfolio management

Following the closure of the second RENEWFM call for proposals, with a submission deadline in early 2025, CINEA will carry out the evaluation and proceed with the preparation of the ensuing grant agreements. The Agency will also provide DG ENER with relevant data on to the closure of the call, including progress towards the signing of grant agreements.

A third RENEWFM call might be launched, subject to publishing the respective call for expressions of interest by DG ENER and finalising related binding commitments in 2025. The Agency will work closely with the DG on the design of the call to maximise the instrument's attractiveness and practical implementation.

External communication actions

To raise visibility, RENEWFM-funded projects will be promoted throughout the year, alongside the results of the second call. Subject to the timely launch of the third call, the Agency will organise an info day and produce a digital leaflet. Furthermore, upon demand, support will be provided to DG ENER with organising high-level events related to the programme and with promoting the working groups of the Energy Union Committee. CINEA will also raise awareness of RENEWFM at external events such as the Energy Infrastructure Forum and the European Sustainable Energy Week.

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

By implementing the Public Sector Loan Facility under the Just Transition Mechanism (JTM-PSLF), CINEA contributes to DG REGIO's aim of ensuring that the transition towards a climate-neutral economy is fair, including by addressing its social, economic and environmental challenges.

Further details on the outputs planned for 2025 can be found in [performance table 7](#).

Project portfolio management

The first JTM-PSLF call for proposals, launched in July 2022, will remain open for submissions, with three final cut-off dates in 2025. Following these deadlines, CINEA, in close collaboration with DG REGIO, will evaluate the proposals received and prepare the grant agreements for signature (pending the EIB's loan assessment), along with the remaining grant agreements selected under the 2024 cut-off dates. In addition, the Agency will help to revise the PSLF work programme as well as prepare and publish the second call for proposals for the 2026-2027 period.

CINEA will support DG REGIO by regularly providing technical and financial information on the implementation of the Facility. The Agency will also contribute to the PSLF 2025 implementation report and communication strategy as well as produce and update project fact sheets depending on the availability of information.

External communication actions

To raise the visibility of the JTM-PSLF and maximise its appeal among promoters, CINEA will develop an infographic showcasing project results, while continuing to disseminate the PSLF flyer and the various videos produced to assist potential applicants. The Agency will continue to support DG REGIO in promoting the Facility through information sessions organised per Member State and via an info session for beneficiaries, as well as at various

external events such as the Just Transition Platform gatherings and the European Sustainable Energy Week.

3.8 Cross-programme activities and synergies

CINEA's strategy on synergies and cross-programme feedback to policy is aimed at promoting cooperation between projects from different programmes and consolidating the link between policy-making and implementation in key thematic areas. The strategy is implemented through dedicated annual plans. The main actions planned for 2025 include:

- ✓ A statistical overview of CINEA's portfolio on **hydrogen production and use** in the transport sector, encompassing projects funded by Horizon Europe, the Innovation Fund and CEF.
- ✓ presentation of projects/programmes under the Concerted Action supporting the transposition and implementation of the **Renewable Energy Sources (RES) Directive**;
- ✓ organisation of a contractors' meeting for LIFE-CET and Horizon Energy projects related to **energy poverty**;
- ✓ portfolio overview of projects dealing with **barriers to critical raw material recycling in the energy sector**;
- ✓ contribution to the **European Affordable Housing Plan** through input on relevant H2020, Horizon Energy and LIFE-CET projects dealing with innovative construction techniques;
- ✓ organisation of a workshop during the European Maritime Day featuring success stories from different programmes that demonstrate a synergetic contribution to **ocean health and a sustainable blue economy**;
- ✓ organisation of several thematic panels at the **Smart Grid PCI Summit** to foster collective knowledge, address implementation challenges and promote EU cross-programme opportunities;
- ✓ organisation of a **thematic workshop on the energy transition in fisheries**.

Finally, CINEA will ensure that all its programmes are showcased together at key events to increase awareness of funding opportunities per thematic sector and facilitate policy dialogues between the various stakeholders.

PART 4. Modernising the administration: main outputs for 2025

CINEA aims to optimise the use of its resources to provide high-quality administrative support, achieve its operational goals and ensure that its delegated programmes are managed efficiently.

Furthermore, the internal control framework ⁽¹⁷⁾ supports sound management and decision-making, in particular by ensuring that risks to achieving objectives are taken into account and reduced to acceptable levels through cost-effective controls.

CINEA has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the Agency's internal control system will be assessed on an ongoing basis throughout the year and all internal control principles will be specifically assessed annually.

The Agency conducts an annual bottom-up risk management exercise to identify proactively key areas of concern at all organisational levels. Several risks were identified for 2025, but none were deemed critical. The non-critical risks identified will be addressed through appropriate mitigating actions.

A. Human resource management

CINEA will continue to implement the 2023-2027 Inter-Executive Agency HR Strategy and has planned activities for 2025 across its three chapters.

Under **'Attractiveness & Staff retention'**, the Agency will focus on fostering a supportive and healthy working environment. The launch of an inter-agency pilot initiative 'BE WELL' is designed to meet a wide range of health and well-being needs among its staff.

CINEA will also step up collaboration and communication in line with its participatory culture. Following the Commission's staff survey in late 2023, the Agency developed a bottom-up action plan to address areas for improvement, which will be implemented in 2025. Examples of actions include keeping staff informed about the results of the annual workload assessment, assigning mentors or peer coaches to help guide newly appointed Heads of Sectors, and developing tailored learning packages.

Finally, groups and communities of practice structured from the bottom up will be supported, and effective internal communication will remain an essential part of collaborative working. To that end, efforts will focus on enhancing the newly implemented

⁽¹⁷⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/revisi-on-internal-control-framework-c-2017-2373_2017_en.pdf)
https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/revisi-on-internal-control-framework-c-2017-2373_2017_en.pdf

intranet by launching a survey to gather user feedback. The input will be used to tailor the platform to meet staff needs more effectively, improve the user experience and strengthen engagement across the Agency.

‘Selection and Recruitment’ is key to building a talent pool and supporting CINEA's objectives. The Agency will aim to keep its vacancy rate below the 5% target by implementing an efficient selection process. This entails harmonising selection practices in line with the EPSO competency framework, ensuring geographical balance and continuing to collaborate with the relevant Commission services on the future HR IT tool ⁽¹⁸⁾. Sharing reserve lists with other executive agencies and organising job fairs while identifying common staffing needs will also remain a priority. Finally, in cooperation with its parent DGs, CINEA will continue to prioritise efforts to ensure gender balance in middle management positions as well as in pre-management roles.

‘Career prospects’, the third chapter, will see several initiatives implemented. As part of inter-agency cooperation, CINEA will explore the possibility of organising internal selections and start work on guidelines for the secondment of temporary agents. Additionally, it will systematically engage with its parent DGs to inquire about relevant training sessions and Agency staff also be invited to attend these. Finally, a range of initiatives to support mobility and professional development will continue. These include job shadowing, the staff exchange programme, the Inter-Agency Talent Management Programme, and practices such as ‘Career Talks’. The permanent call for internal mobility launched in 2024 will continue to offer CINEA staff additional career prospects.

Further details on the outputs planned in 2025 can be found in [performance table 8](#).

B. Sound financial management

CINEA will implement efficient and cost-effective control procedures to ensure the sound management of its programmes, the legality of financial transactions and the protection of the EU's financial interests. To that end, the Agency plans to extend its ex ante controls further to encompass also programmes using forms of funding other than actual costs contribution.

The Agency will closely monitor KPIs related to financial and budget management, accounting data quality and timeliness of operations (e.g. time to grant and time to pay). CINEA will aim to meet these KPIs in line with the principles of economy, efficiency and effectiveness, ensuring the regularity of transactions and more effective support for stakeholders.

With the launch of SUMMA ⁽¹⁹⁾ in January 2025, and the gradual rollout of e-Procurement tools across the Commission, the Agency will tailor its financial procedures to these new IT

⁽¹⁸⁾ HR Transformation.

⁽¹⁹⁾ The new corporate IT financial system.

systems. The specific focus in the first quarter will be on supporting staff in how they use the tools, addressing technical issues, ensuring timely processing of transactions and maintaining the quality of accounting data, while monitoring essential KPIs.

Further details on the outputs planned in 2025 can be found in [performance table 9](#).

C. Fraud risk management

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

Based on the methodology provided by OLAF, CINEA's AFS, originally adopted in 2013, was revised in 2021 following the delegation of the new mandate to the Agency. A subsequent review in 2024 included a detailed assessment of fraud risks. The review, including the updated action plan, is due to be finalised and adopted in 2025. The action plan to be implemented in the years ahead will mark a continuation of the preventive actions from the 2021 AFS such as 'Fraud- staying vigilant' training course and a consolidated course on red flags in public procurement as well as specific mitigating actions to be implemented in the area of ex ante controls.

The Agency will also contribute to the implementation of the revised 2023 Commission AFS action plan by actively participating in all relevant channels, forums and working groups. Lastly, CINEA will continue to contribute to implementing the action plan for the AFS common to the entire R&I family.

Further details on the outputs planned in 2025 can be found in [performance table 10](#).

D. Digital transformation and information management

Digital transformation

In 2025, the Agency will continue to enhance cross-functional collaborative teamwork through digital tools and its M365 Working Group. Moreover, the AI@CINEA Working Group will explore mature corporate AI applications and integrate them into processes where they can offer added value.

In line with the EC digital strategy's objective of a seamless digital landscape, CINEA will continue to migrate its local data centre services to DIGIT's data centre or cloud. In addition, the Agency's local ticketing system will migrate to the corporate Staff Centre application to create a unified platform for requests across various non-IT teams at CINEA.

For the new information system that is being designed to support the Innovation Fund programme, the Agency will utilise DG DIGIT's 'conceptualisation' service to ensure

alignment with strategic objectives, business needs, the organisation's technology and IT landscape and constraints, the Digital Strategy and the corporate architecture maximising re-usability and corporate offering (based on re-use, before buy, before built principle), and the positioning of the solution in the corporate IT landscape.

Information and IT security rules

CINEA will participate actively in corporate cybersecurity exercises and provide regular updates via its intranet to promote a culture of cybersecurity awareness among staff. Furthermore, as part of rolling improvements, the Agency will update security plans that are more than two years old to ensure they meet with evolving corporate standards. With ongoing advancements in the Agency's IT maturity, based on the Risk Maturity Quadrant (RMQ) model, CINEA will focus on reducing risks and stepping up security processes and controls.

Data, information and knowledge management

The Agency follows the Commission's lead on data, information and knowledge management and its strategy is linked to the corporate objectives of the corresponding rolling action plan. To that end, CINEA will review its approach in light of the Commission's expected new action plan from 2025 onwards.

In terms of Business Intelligence and Reporting service, CINEA will continue expanding the usage of the QlikSense tool for data sharing and collaborative working within the Agency as well as with its parent DGs and the public ⁽²⁰⁾.

Data protection

The Agency will ensure compliance with the rules on data protection, including towards the implementation of the Commission's data protection action plan (C(2018) 7432) and its review (C(2020) 7625) by focusing on the following activities:

- preparing records for possible new processing of personal data and related data protection notices;
- participating in the preparation of written arrangements on joint controllership;
- continuing to address queries from the European Data Protection Supervisor (EDPS) and data subjects and provide training on data protection.

Further details on the outputs planned in 2025 can be found in [performance table 11](#).

E. Sound environmental management

CINEA will maintain efforts to reduce its environmental footprint. To that end, it will continue to participate in corporate initiatives such as Buildings Energy Savings Together

⁽²⁰⁾ More details on concrete developments can be found in the programmes' sections (see part 3).

(BEST) actions, maintaining a lower building temperature in line with the Commission's EMAS policy. The Agency will also promote corporate campaigns and support the development of a green workplace programme in cooperation with EMAS and greening groups. CINEA's Green Team will focus on awareness-actions for staff on reducing CO2 emissions, green mobility, food waste prevention and sustainable use of resources.

Finally, the Agency will remain committed to reducing the environmental impact of business travel and commuting. CINEA will continue to conduct evaluations remotely and encourage staff to favour sustainable forms of business travel while keeping CO2 emissions per staff member below 2019 levels. Furthermore, the Agency's cycling and walking groups will continue to actively promote alternative modes of commuting among staff members.

Further details on the outputs planned in 2025 can be found in [performance table 12](#).

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

Establishing a tool/methodology for identifying 'success story' projects

Successful projects need to be identified and promoted to showcase the benefits of EU funding to people and businesses in Europe. To create a standardised repository of projects with communication potential across all programmes, CINEA will adopt the 'LILY' IT platform developed by ERCEA. By using this tool, the Agency will be better able to manage the identification of 'success story' projects and increase the number of success stories created and shared via its communication channels. Additionally, CINEA will pursue actions that focus on raising visibility of EU-funded projects managed by the Agency.

Improving CINEA's services

In 2024, CINEA conducted its second services satisfaction survey to assess the level of satisfaction with the support it provides. The results confirmed the high quality of the service provided, with strong satisfaction across key areas and noteworthy praise for the professionalism of Agency staff. Moreover, the feedback received through comments offers valuable opportunities for improvement. CINEA will harness this feedback to develop a list of actions to be implemented in 2025. These will aim to improve the Agency's support by making it more targeted, effective and fit for purpose.

ANNEX 1: Performance tables

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

Performance Table 1: Connecting Europe Facility (CEF)

General objectives: 1. European Green Deal, 2. A Europe fit for the digital age, 3. An economy that works for people Specific objective: 1. A sustainable transport area that reduces transport impact on the environment, provides healthier and cleaner alternatives to mobility and increases the uptake of sustainable and alternative transport fuels for land, waterborne and air (DG MOVE) Specific objective: 2. A smart and innovative transport sector that makes the most of digitalisation and automation, supported by adequate funding (DG MOVE) Specific objective: 3.1. A fully integrated and connected Trans-European Transport network with appropriate funding for a robust and modern European transport infrastructure with fully restored connectivity (DG MOVE) Specific objective: 1. Energy is clean, affordable and secure (DG ENER) From 2020-2024 strategic plans		
Main outputs in 2025: CEF Transport		
Output	Indicator	Target
Evaluated project proposals - estimated number: 260	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 95	Time to grant	>98% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Processed payments (interim & final) following review of the respective reports - estimated number: 280	Time to pay	>98% of payments made on time (number) 100% of payments made on time (amount)
Feedback to policy: 1) CEF Transport annual progress report 2) Member State and European Transport Corridor fact sheets 3) CEF1 ex post and CEF2 midterm evaluations	Quality and timely output provided	By July 2025

External communication actions		
Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 7
Main outputs in 2025: CEF Energy		
Output	Indicator	Target
Evaluated project proposals - estimated number: 60	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 30	Time to grant	>98% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Processed payments (interim & final) following review of the respective reports - estimated number: 20	Time to pay	>98% of payments made on time (number) 100% of payments made on time (amount)
Feedback to policy: 1) CEF Energy annual progress (CEF 1-ASR) report, including CEF 2 information. 2) CEF 1 ex post and CEF 2 interim evaluation.	Quality and timely output provided	By July 2025
External communication actions		
Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 15

Indicative call planning 2025: CEF Energy				
Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Electricity, Gas, Smart Grids, Hydrogen and CO ₂ networks – Works and studies	CEF-E-2025-PCI-PMI	10/04/2025	04/09/2025	700
Cross-border renewables Fifth Status Call	CEF-E-2025-2-CBRENEW-STATUS	07/2025	11/2025	N/A
Cross-border renewables Works and Studies	CEF-E-2025-2-CBRENEW	07/2025	12/2025	150

Performance Table 2: Horizon Europe (HE) Cluster 5, including EU Missions

General objectives: 1. European Green Deal and General Objective 2: A Europe fit for the digital age

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

Specific objective: 1.2. Mainstreaming of the public and private research and innovation investments for climate actions strengthens the European Green Deal's impact (DG RTD)

Specific objective: 1.3. Co-creation of Horizon Europe and its missions and partnerships increases awareness of the key role of research and innovation for achieving climate neutrality (DG RTD)

Specific objective: 1.3. Climate-related spending mainstreamed in the EU budget and in private funds to finance the green and just transition and invest in particular in low carbon and other climate innovations (DG CLIMA)

Specific objective: 3. Research is mobilised and innovation fostered (DG ENER)

Specific objective: 2. A smart and innovative transport sector that makes the most of digitalisation and automation, supported by adequate funding (DG MOVE)

From 2020-2024 strategic plans

Main outputs in 2025: HE Climate, including EU Missions 'Adaptation to climate change' and 'Restore our oceans and waters'

Output	Indicator	Target
Evaluated project proposals - estimated number: 200	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 40	Time to grant	100 % of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Procurement contracts signed	Number of contracts signed	Estimated number: 3
Processed payments (interim & final) following review of the respective reports - estimated number: 117	Time to pay	100 % of payments made on time (amount)
Feedback to policy: Delivery of actions set out in the Cluster 5 plan and CINEA's annual cross-programme plan. 1) CORDIS result packs (or other tailored products) on demand in line with policy initiatives 2) Climate Newsletter 3) Policy and knowledge-sharing	Quality and timely output provided	1) As agreed in the F2P plan 2) Continuously throughout the year 3) Up to two events (Q2 and Q4) 4) Continuously throughout the year and as agreed in the feedback to policy plan.

events in the climate adaptation, climate mitigation etc. 4) Contribution to briefings/reports/policy events/policy initiatives (e.g., climate adaptation, mitigation, mission owners group presentations etc.)		
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External communication actions

Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 12

Main outputs in 2025: HE Energy, including New European Bauhaus facility

Output	Indicator	Target
Evaluated project proposals - estimated number: 850	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 43	Time to grant	100% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Processed payments (interim & final) following review of the respective reports - estimated number: 326	Time to pay	100 % of payments made on time (amount)
Feedback to policy: Delivery of actions set out in the Cluster 5 plan and CINEA's annual cross-programme plan. 1) CORDIS result packs on demand in line with policy initiatives 2) Energy Newsletter 3) Policy and knowledge-sharing events in the field of renewable energy, storage, biofuels, CCUS, buildings, industry, etc. 4) Contribution to briefings/reports/policy events/policy initiatives (e.g., innovative construction techniques, sustainable fuels, manufacturing of clean energy technologies, etc.)	Quality and timely output provided	1) Throughout the year 2) Continuously throughout the year 3) More than five events 4) Continuously throughout the year and as agreed in the feedback to policy plan.

External communication actions

Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 13

Main outputs in 2025: HE Mobility, including EU Mission 'Climate-neutral and smart cities'

Output	Indicator	Target
Evaluated project proposals - estimated number: 575	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 41	Time to grant	100% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Processed payments (interim & final) following review of the respective reports - estimated number: 188	Time to pay	100 % of payments made on time (amount)
<p>Feedback to policy:</p> <p>Delivery of actions set out in the Cluster 5 plan and CINEA's annual cross-programme plan.</p> <p>1) Participation in co-creation groups for the 2026-2027 WP, and overall feedback to improve future (work)programmes.</p> <p>2) CORDIS result packs on: automated transport projects, R&I infrastructure projects, urban freight and logistics.</p> <p>3) Project clustering events on alternative marine fuels, wind propulsion technologies, zero-pollution in cities, and integrated peri-urban areas in the transition towards climate neutrality.</p> <p>4) Overview of CINEA's portfolio on hydrogen production and use in the transport sector</p> <p>5) Contribution to briefings/ reports/ policy initiatives/ policy events such (e.g. Cities Mission Annual Conference, Road Safety High-Level Conference, Aerodays).</p>	Quality and timely output provided	<p>1) 2026-2027 WP adopted by end of 2025.</p> <p>2) Q1, Q3, Q3 2025</p> <p>3) Q2, Q2, Q3/Q4, Q3/Q4 2025</p> <p>4) Q1 2025</p> <p>5) Continuously throughout the year and as agreed in the feedback to policy plan.</p>

External communication actions

Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 17

Indicative call planning 2025: HE Climate, including EU Missions 'Adaptation to climate change' and 'Restore our oceans and waters' ⁽²¹⁾

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Supporting the implementation of the Adaptation to Climate Change Mission	HORIZON-MISS-2025-01	03/2025	24/09/2025	106
Supporting the implementation of the Restore our Ocean and Waters Mission	HORIZON-MISS-2025-03	03/2025	24/09/2025	117.5
Cluster 5 Call 03	HORIZON-CL5-2025-03	04/2025	24/09/2025	154.5
<i>Public Procurements</i>				
Ocean observation platform	CINEA-PN-2024-000010	Q3 (2025)	Q3 (2025)	1.48
Mission Ocean and Waters conference under the DK presidency	CINEA-PN-2024-000011	Q2 (2025) tbc	Q2 (2025) tbc	0.15
Services to Communities to support the achievement of the objectives of the Mission Ocean and Waters	CINEA-PN-2024-000007	Q3 (2025)	Q4 (2025)	3.96
Sustaining the Mission Implementation Platform for the Adaptation to Climate Change Mission	CINEA-PN-2024-000006	Q3 (2025)	Q4 (2025)	6

Indicative call planning 2025: HE Energy ⁽²²⁾

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Cluster 5 2024	HORIZON-CL5-2024-D3-02	07/12/2022	04/02/2025	138.60
Cluster 5 2024	HORIZON-CL5-2024-D4-02	07/12/2022	04/02/2025	50
Cluster 5 2024	HORIZON-CL5-2025-02	Q2 2025	16/09/2025	263
NEB Facility 2025	HORIZON-NEB-2025-01	Q2 2025	12/11/2025	115.50

⁽²¹⁾ Call planning may be subject to change following the adoption of the 2025 HE work programme.

⁽²²⁾ Call planning may be subject to change following the adoption of the 2025 HE work programme.

<i>Identified Beneficiaries Actions</i>				
Other actions WP Missions / NEB 2024	Supporting the preparation and implementation of the NEB Facility with the support of Horizon Europe and New European Bauhaus National Contact Points		Q1 2025	180
Other actions WP C15 2023-24	Support for the SET Plan Conference in 2025		Q2 2025	0.25
Other actions WP C15 2025	Support to European Standardisation Organisations for the development of an improved test method for heat pumps		Q2 2025	2
Other actions WP C15 2025: Contribution Agreement	Voluntary contribution to the IEA's Clean Energy Transitions Programme (CETP)		Q4 2025	3
<i>Public Procurements</i>				
Industrial Carbon Management knowledge sharing platform	CINEA-PN-2024-000003	Q3 (2025)	(Q1 2026)	3

Indicative call planning 2025: HE Mobility, including EU Mission 'Climate-neutral and smart cities' ⁽²³⁾				
Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Cluster 5 2025	HORIZON-CL5-2025-01	Q2 2025	04/09/2025	177.1
Cluster 5 2025	HORIZON-CL5-2025-04	Q2 2025	13/01/2026	153.0

⁽²³⁾ Call planning may be subject to change following the adoption of the 2025 HE work programme.

Changing urban spaces and mindsets to accelerate the transition to climate neutrality	HORIZON-MISS-2024-CIT-01	18/04/2024	11/02/2025	98.0
Climate-Neutral and Smart Cities 2025	HORIZON-MISS-2025-CIT-01	Q2 2025	04/09/2025	53.0
Other actions				
Climate-Neutral and Smart Cities 2025	Boosting the transformation towards climate-neutral cities, the net-zero economy and open strategic autonomy through Pre-Commercial Procurement (PCP)	Q2 2025	04/09/2025	37.0
Climate-Neutral and Smart Cities 2025	Mission Platform/SGA 3	Q2 2025	04/09/2025	30.64

Performance Table 3: Innovation Fund

General objectives: 1. European Green Deal

Specific objective: 1.3. Climate-related spending mainstreamed in the EU budget and in private funds to finance the green and just transition and invest in particular in low carbon and other climate innovations (DG CLIMA)

Specific objective: 3. Research is mobilised and innovation fostered (DG ENER)

From 2020-2024 strategic plans

Main outputs in 2025:

Output	Indicator	Target
Evaluated project proposals - estimated number: 450	Time to inform	100% of applicants informed on time
Signed grant agreements - estimated number: 105	Time to grant	>98% of grant agreements signed on time
Processed payments (interim & final) following review of the respective reports - estimated number: 82	Time to pay	>98% of payments made on time (number) 100% of payments made on time (amount)
Feedback to policy: 1) Thematic meetings on the IF portfolio between CINEA and CLIMA 2) Knowledge-sharing events for IF projects 3) Knowledge-sharing annual report	Quality and timely output provided	1) 6 thematic meetings CINEA-CLIMA 2) 4 to 5 events and publishable event summaries 3) 1 publication

External communication actions

Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 14
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Indicative call planning 2025

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Innovation Fund 2024 NZT call	InnovFund-2024-NZT	03/12/2024	24/04/2025	2 400 (plus 20% budget flexibility)
Innovation Fund Batteries call	InnovFund-2024-BATT	03/12/2024	24/04/2025	1 000
Innovation Fund RFNBO H2 Auction call	InnovFund-2024-AUC-RFNBO-Hydrogen	03/12/2024	20/02/2025	1 200

Performance Table 4: Programme for the Environment and Climate Action (LIFE) ⁽²⁴⁾

General objectives: 1.European Green Deal

Specific objective: 1.3. Climate-related spending mainstreamed in the EU budget and in private funds to finance the green and just transition and invest in particular in low carbon and other climate innovations (DG CLIMA)

Specific objective: 1. Energy is clean, affordable and secure; 3: Research is mobilised and innovation fostered (DG ENER)

Specific objectives: 1. Circular Economy: The EU economy is more circular and uses natural resources and products more sustainably ; 2.Biodiversity: Biodiversity and natural ecosystems in the EU are put on the path to recovery by stepping up the protection and restoration of nature; 3. Zero pollution: 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 (DG ENV)

From 2020-2024 strategic plans

Main outputs in 2025: LIFE CET and Climate ⁽²⁵⁾

Output	Indicator	Target
Evaluated project proposals - estimated number: 500	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 100	Time to grant	>98% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Processed payments (interim & final) following review of the respective reports - estimated number: 240	Time to pay	>98% of payments made on time (number) 100% of payments made on time (amount)
Feedback to policy: 1) Organisation of Platform meetings on topics aligned with DG CLIMA; 2) Support with organising concerted action meetings for DG ENER;	Quality and timely output provided	Throughout the year

⁽²⁴⁾ Includes H2020 Energy CET legacy as the continuation of this thematic area is done through the LIFE programme.

⁽²⁵⁾ Including H2020 CET Legacy.

Main outputs in 2025: LIFE Environment (Nature & Circular Economy)

Output	Indicator	Target
Evaluated project proposals - estimated number: 500	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 85	Time to grant	>98% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Processed payments (interim & final) following review of the respective reports - estimated number: 290	Time to pay	>98% of payments made on time (number) 100% of payments made on time (amount)
Measures to implement guidance, in particular in relation to operating grants	Grant agreements compliant with guidance	Measures implemented fully by March 2025
Feedback to policy: 1) Platform meetings and working events on topics aligned with DG ENV 2) Policy feedback fiches prepared for each finished project	Quality and timely output provided	1) Specific meetings will be organised throughout the year; 2) Fiches will be delivered with the evaluation of final payments

External communication actions (for entire LIFE programme)

Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 23

Indicative call planning 2025: LIFE CET and Climate ⁽²⁶⁾

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Standard Action Projects CLIMA	LIFE-2025 SAP CLIMA	04/2025 (tbc)	09/2025 (tbc)	TBC
Strategic Integrated Projects CLIMA	LIFE-2025 STRAT CLIMA	04/2025 (tbc)	09/2025 (tbc)	TBC
Standard Action Projects CET	LIFE-2025 SAP CET	04/2025 (tbc)	09/2025 (tbc)	TBC
Coordination and Support Action CET	LIFE -2025 CET	04/2025 (tbc)	09/2025 (tbc)	TBC

⁽²⁶⁾ Call planning may be subject to change following the adoption of the 2025-2027 LIFE work programme.

Indicative call planning 2025: LIFE Environment (Nature & Circular Economy) ⁽²⁷⁾

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Standard Action Projects CEQL	LIFE-2025 SAP CEQL	04/2025 (tbc)	09/2025 (tbc)	TBC
Standard Action Projects NAT	LIFE-2025 SAP NAT	04/2025 (tbc)	09/2025 (tbc)	TBC
Strategic Integrated Projects CEQL	LIFE-2025 STRAT CEQL	04/2025 (tbc)	09/2025 (tbc)	TBC
Strategic Nature Projects	LIFE-2025 SNAP	04/2025 (tbc)	09/2025 (tbc)	TBC
Technical Assistance Replication CEQL and NAT	LIFE-2025 TA-R	04/2025 (tbc)	09/2025 (tbc)	TBC

Indicative call planning 2025: LIFE cross-sector calls ⁽²⁸⁾

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Technical Assistance (Preparation of SIPs and SNAPs) CEQL, CLIMA and NAT	LIFE-2025 TA-PP	04/2025	09/2025 (tbc)	TBC
Policy and Legislative Support CEQL, NAT, CLIMA and CET	LIFE-2025 PLP	04/2025 (tbc)	09/2025 (tbc)	TBC

⁽²⁷⁾ Call planning may be subject to change following the adoption of the 2025-2027 LIFE work programme.

⁽²⁸⁾ Call planning may be subject to change following the adoption of the 2025-2027 LIFE work programme.

Performance Table 5: European Maritime Fisheries and Aquaculture Fund (EMFAF)

General objectives: 1. European Green Deal and General Objective 4. A stronger Europe in the World

Specific objective: 1. More sustainable and competitive fisheries and aquaculture by 2024 (DG MARE)

Specific objective: 2. A sustainable blue economy generating sustainable economic development, jobs and prosperity by 2024 (DG MARE)

Specific objective: 3. More sustainable fisheries worldwide and improved international ocean governance by 2024 (DG MARE)

From 2020-2024 strategic plans

Main outputs in 2025:

Output	Indicator	Target
Evaluated project proposals - estimated number: 42	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 20	Time to grant	>98% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Processed payments (interim & final) following review of the respective reports - estimated number: 113	Time to pay	>98% of payments made on time (number) 100% of payments made on time (amount)
Procurement contracts	Number of procurement contracts signed	Estimated number: 10
Feedback to policy: 1) Workshop on blue carbon and regenerative ocean farming 2) Workshop on fishing vessel demonstrators 3) Workshops at the European Maritime Day	Quality and timely output provided	1) March 2025 2) Q4 2025 3) May 2025

External communication actions

Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 7

Indicative call/tender planning 2025

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Regional flagship projects – S3 and Algae	EMFAF-2025-PIA-FLAGSHIP	26/09/2024	18/02/2025	5.70
Improving scientific knowledge to strengthen the science-basis of management decisions under the CFP	EMFAF-2025-PIA-FisheriesScientificAdvice	14/11/2024	20/02/2025	2.60
<i>Public Procurement - call for tenders</i>				
Best Practices & Reporting obligations	CINEA-PN-2023-000015	Q1 2025	Q2 2025	0.60
EU4Ocean coalition	CINEA-PN-2023-000013	Q1 2025	Q2 2025	3.40
Ocean data and knowledge - policy making	CINEA-PN-2023-000016	Q2 2025	Q2 2025	0.70
EMODNET-Secretariat	CINEA-PN-2024-15	Q1 2025	Q2 2025	2.62
EMODNET- Ingestion	CINEA-PN-2024-16	Q2 2025	Q3 2025	2.18
FWC - Sea Basin Strategy Assistance Mechanism	CINEA-PN-2024-12	Q4 2025	Q1 2026	6
BlueInvest Assistance Mechanism	CINEA-PN-2024-13	Q4 2025	Q1 2026	6
FWC for BR Lot 1 - Lot 2	CINEA-PN-2024-17	Q4 2025	Q1 2026	12
FWC for Ocean Observation	CINEA-PN-2024-19	Q3 2025	Q3 2025	4
FWC for the Mediterranean	CINEA-PN-2024-20	Q2 2025	Q3 2025	3.50
<i>Identified Beneficiary Actions</i>				
European and Mediterranean Coast Guard Functions Fora	EMFAF-2025-ECGFF-MEDCGFF-IBA	13.10.2025	11.11.2025	0.27
CCAMLR-Support to CCAMLR for the period 2024-2025	EMFAF-2025-VC-CCAMLR-IBA	Q2 2025	Q2 2025	0.20
Scientific support in IATTC	EMFAF-2025-VC-IATTC-IBA	Q1 2025	Q1 2025	0.45

ICCAT - Capacity development fund	EMFAF-2025-VC-ICCAT3-IBA	Q3 2025	Q3 2025	0.35
Contribution to the organisation of the meetings and intersessional meetings of the International Commission for the Conservation of Atlantic Tunas (ICCAT)	EMFAF-2025-VC-ICCAT1-IBA	Q1 2025	Q1 2025	0.91
Strengthening the scientific basis for decision-making in NASCO	EMFAF-2025-VC-NASCO-IBA	Q2 2025	Q2 2025	0.20
Support to science-based decision making in SPRFMO	EMFAF-2025-VC-SPRFMO2-IBA	Q4 2025	Q4 2025	0.28
Support to science-based decision-making in WCPFC	EMFAF-2025-VC-WCPFC-IBA	Q4 2025	Q4 2025	0.30
ICCAT - Strengthening the Scientific basis for decision-making (GBYP&Science other species)	EMFAF-2025-VC-ICCAT2-IBA	Q2 2025	Q2 2025	1.60
Regional Maritime Cooperation - Promoting sustainable blue economy in the Mediterranean Sea Basin (UfM)	EMFAF-2025-UfM-IBA	01/10/2025	02/12/2025	0.85
<i>17 Compulsory Contributions</i>				

Performance Table 6: Renewable Energy Financing Mechanism (RENEWFM)

General objectives: 1. European Green Deal

Specific objective: 1. Energy is clean, affordable and secure (DG ENER)

From 2020-2024 strategic plans

Main outputs in 2025:

Output	Indicator	Target
Evaluated project proposals - estimated number: 25	Time to inform	100% of applicants informed on time
Signed grant agreements, including processed pre-financing payments where applicable - estimated number: 15	Time to grant	>98% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Feedback to policy: 1) Provision of data as requested by DG ENER	Quality and timely output provided	1) Throughout 2025

External communication actions

Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 2

Indicative call planning 2025

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
Renewable energy financing mechanism multi technology	RENEWFM-2026-INVEST-MULTI	Tentative (publication of call depends on DG ENER and the availability of MSs, given the specific nature of the Programme). November 2025	Tentative May/June 2026	40

Performance Table 7: Just Transition Mechanism – Public Sector Loan Facility (JTM-PSLF)

General objectives: 1. European Green Deal

Specific objective: 1.3. Just transition (DG REGIO)

From 2020-2024 strategic plans

Main outputs in 2025:

Output	Indicator	Target
Evaluated project proposals - estimated number: 25	Time to inform	100% of applicants informed on time
Signed grant agreements ⁽²⁹⁾ , including processed pre-financing payments ⁽³⁰⁾ where applicable - estimated number: 10	Time to grant	>98% of grant agreements signed on time
	Time to pay	100% of pre-financings processed on time
Feedback to policy: 1) Contribution to the PSLF 2025 Implementation Report 2) Quarterly financial forecasts report for DG BUDG	Quality and timely output provided	1) Q3/2025 2) Q1/Q2/Q3/Q4 2025

External communication actions

Output	Indicator	Target
Number of events hosted by or with the participation of CINEA to promote the programme and project results	Number of events	Up to 6

Indicative call planning 2025

Title	Call Ref.	Publication date	Deadline for submission	Estimated budget (EUR million)
JTM – PSLF Call	Call valid until 2025 with three cut-off dates per year	19/07/2022	3 cut- off dates in 2025 (16 January / 15 April and 11 September)	1 317

⁽²⁹⁾ Number is subject to the time taken by EIB's due diligence of the application (up to 18 months).

⁽³⁰⁾ Number is subject to the financial close of the loan by the EIB.

Part 4 – Modernising the administration: main outputs for 2025

Performance Table 8: Human resource management

Objective: CINEA 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: ⁽³¹⁾ Number and percentage of female representation in middle management ⁽³²⁾		
Source of data: CINEA		
Baseline	Target	
2024	2025	
44% (8/18)	50%	
Indicator 2: CINEA staff engagement index		
Source of data: Commission staff or pulse survey		
Baseline: 2023 Staff Survey	Target	
(last European Commission staff survey and pulse surveys ⁽³³⁾)	(last European Commission staff survey or European Commission pulse survey N+1)	
75%	≥75%	
Main outputs in 2025:		
Output	Indicator	Target
Implementation of the actions planned for 2025 in the common Inter-Executive Agency Human Resources Strategy	Timely implementation of the midterm actions (2024/2025)	31 December 2025
Implementation of the HR actions planned in the CINEA action plan following the 2023 staff survey	Timely implementation of the HR actions planned in the action plan for 2025	31 December 2025

⁽³¹⁾ 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.

⁽³²⁾ The functions of head of unit and head of department are hereby defined as middle management functions.

⁽³³⁾ Pulse surveys are in use if no staff survey is launched.

Performance table 9: 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 (all concerned programmes except H2020)	Remains < 2 % of relevant expenditure
	Estimated risk at payment and at closure (H2020 grants)	As close as possible to 2% ⁽³⁴⁾
Efficient controls	Budget execution and / or timely payments	Remains 100% of payment appropriations and remains 100% of payments made on time (in value)
Economy of controls	Overall estimated cost of controls	Remains < 2% of funds managed
Ex ante control guidelines for IF, JTM and RENEWFM	Adopted guidelines	July 2025

⁽³⁴⁾ For Horizon 2020, the threshold is set within the range of 2-5%, aiming to be as close as possible to 2%.

Performance table 10: 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) ⁽³⁵⁾ aimed at the prevention, detection and correction ⁽³⁶⁾ of fraud

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

Source of data: CINEA's annual activity report, CINEA's anti-fraud strategy, OLAF reporting

Baseline	Interim milestone	Target
2024	2025	2027
0% of action points implemented	60% of action points implemented on time	100% of action points implemented on time
Main outputs in 2025:		
Output	Indicator	Target
Training on 'Fraud staying vigilant'	Percentage of the Agency's staff trained: 100%	100% of the Agency's staff
Training on public procurement	Number of annual trainings	At least one training per year

⁽³⁵⁾ 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'.

⁽³⁶⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Performance table 11: Digital transformation and information management

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

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions ⁽³⁷⁾

Source of data: CINEA

Baseline (2020)	Interim milestone (2024)	Target (2025)
59%	60%	60%

Indicator 2: Percentage of implementation of the corporate principles for data governance for CINEA's key data assets

Source of data: CINEA

Baseline (2022)	Interim milestone (2024)	Target (2025)
64%	81%	≥80%

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

Source of data: CINEA

Baseline (2024)	Interim milestone	Target (2025)
84% of staff in post for 6 months or longer	Not applicable	100% of staff in post for 6 months or longer

Main outputs in 2025:

Output	Indicator	Target
Digital Culture		
Awareness-raising activities by CINEA M365 user group to promote collaboration tools.	% of CINEA units using Teams for collaboration	100%
Cybersecurity training is part of the welcome package for newcomers.	% of newcomers attending a cybersecurity training	100%

⁽³⁷⁾ 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.

Business-driven Digital Transformation		
Use mature corporate AI solutions.	Number of corporate AI solutions used.	3 (GPT@EC, eTranslation, eEditing)
Seamless Digital Environment		
Modernise the CINEA IT landscape by relying solely on supported components.	% of fully supported information systems hosted in the corporate data centre	100%
Green, Resilient and Secure Digital Infrastructure		
Implement recommendations from the previous RMQ report.	Overall maturity indicator in the 2025 RMQ report.	4
Draw up security plans for the entire CINEA IT portfolio.	% of IT systems covered by a recent (less than 2 years) IT Security Plan	100%
Delivery of data protection training	At least once per year	31 December 2025

Performance table 12: Sound environmental management

Objective: CINEA 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 CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Reduced emissions from missions per staff member ⁽³⁸⁾	CO ₂ emissions from staff missions per staff member	50% reduction ⁽³⁹⁾

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

Output	Indicator	Target
Participation in corporate energy saving actions through building closure	Participation in: - end-of-year energy-saving action - summer energy-saving action	- 100% participation in the end-of year energy-saving action - 25% in the summer energy-saving action

⁽³⁸⁾ Data provided by PMO/MiPs.

⁽³⁹⁾ Overall reductions of CO₂ emissions from missions for executive agencies from 2019-2025 (%). Overall corporate target is 50 % under the Greening Communication.

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

Output	Indicator	Target (2019 as baseline, as appropriate)
Generating less waste and encouraging sustainable use of resources	Number of awareness/participatory actions	Up to two workshops/initiatives on food waste prevention and/or sustainable use of resources

V. Staff awareness

Output	Indicator	Target
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility Week and VeloWalk corporate events) and/or under EMAS corporate campaigns	Number of awareness/participatory actions	At least two actions

ANNEX 2: Resources: staff and budget

A. Administrative budget

Budget title		EU contribution (€ million)	EFTA contributions (€ million)	Third Countries receipts (€ million)	Other External Assigned Revenues (€ million)	Next Generation EU (€ million)	Total appropriations (€ million)
Title 1	Staff Expenditure	49,14	0,44	3,28	12,38	1,42	66,66
Title 2	Infrastructure and Operating Expenditure	5,18	0,05	0,35	1,31	0,15	7,03
Title 3	Programme Support Expenditure	2,45	0,01	0,06	0,31	0,02	2,85
TOTAL		56,77	0,50	3,69	13,99	1,60	76,55

Administrative budget - continued

Programmes	Title 1 (€ million)	Title 2 (€ million)	Title 3 (€ million)	Total per Fund Source (€ million)					Grand total (€ million) (1)
				EU Budget	EFTA contributions	Third Countries receipts	Other External Assigned Revenues	Next Generation EU	
CEF 2 Transport	1,37	0,14	0,05	1,56					1,56
CEF 2 Energy	0,29	0,03	0,01	0,33					0,33
Horizon Europe	1,92	0,20	0,04	1,59	0,05	0,37			2,01
Next Generation EU								0,16	0,16
LIFE	1,40	0,15	0,14	1,68					1,68
European Maritime Fisheries and Aquaculture Fund	0,39	0,04	0,02	0,45					0,45
Innovation Fund	1,10	0,12	0,03				1,25		1,25
Just Transition Mechanism	0,08	0,01	0,00				0,09		0,09
Renewable Energy Financing Mechanism	0,04	0,00	0,00				0,05		0,05
Management and administrative support	6,60	0,70	0,28	5,62	0,05	0,37	1,39	0,16	7,58
CEF 2 Transport	12,46	1,31	0,46	14,23					14,23
CEF 2 Energy	2,64	0,28	0,10	3,02					3,02
Horizon Europe	17,51	1,85	0,33	14,50	0,43	3,33			18,25
Next Generation EU								1,44	1,44
LIFE	12,74	1,34	1,25	15,31	0,03				15,34
European Maritime Fisheries and Aquaculture Fund	3,56	0,38	0,15	4,09					4,09
Innovation Fund	10,03	1,06	0,26				11,35		11,35
Just Transition Mechanism	0,75	0,08	0,01				0,84		0,84
Renewable Energy Financing Mechanism	0,37	0,04	0,01				0,42		0,42
Total per source of financing within each Title	60,07	6,33	2,57	51,15	0,45	3,33	12,61	1,44	68,97
Total	66,66	7,03	2,85	56,77	0,50	3,69	13,99	1,60	76,55

(1) Based on the 2025 Initial Budget approved by CINEA's Steering Committee on 13/12/2024

B. Human resources

Programmes	Staff (EU budget)					Staff from other fund sources				Total all staff
	TAs	Of which seconded officials	CAs	SNEs	Total staff EU budget	EFTA/ EEA/Third countries contrib.	ERI revenues	Next Generation EU	External Assigned revenues	
Connecting Europe Facility	40	8	120	0	160	0			0	160
Transport (including CEF transport Cohesion Funds and military mobility)	33	7	99		132					132
Energy	7	1	21		28					28
Subtotal operational staff	34	6	109		143					143
Subtotal management and administrative support staff	6	2	11		17					17
Horizon Europe	36	10	115	0	151	22		15	0	188
Pillar 2, Cluster 5: Climate, Energy and Mobility	36	10	115		151	22		15		188
Subtotal operational staff	31	8	105		135	22		14		171
Subtotal management and administrative support staff	5	2	10		16			1		17
LIFE	34	8	102	0	136	0			0	136
Climate actions	4	1	10		14					14
Clean energy transition	15	3	46		61					61
Environment - circular economy, nature & Biodiversity	15	4	46		61					61
Subtotal operational staff	29	6	93		122					122
Subtotal management and administrative support staff	5	2	9		14					14
European Maritime and Fisheries and Aquaculture Fund	9	4	29	0	38	0			0	38
Integrated Maritime Projects	9	4	29		38					38
Subtotal operational staff	8	4	26		34					34
Subtotal management and administrative support staff	1	0	3		4					4
Innovation Fund	0,00	0,00	0,00	0,00	0,00	0,00			107	107
Innovation Fund									107	107
Subtotal operational staff									96	96
Subtotal management and administrative support staff									11	11
JTM	0,00	0,00	0,00	0,00	0,00	0,00			8	8
3rd pillar									8	8
Subtotal operational staff									7	7
Subtotal management and administrative support staff									1	1
RENEWFM	0,00	0,00	0,00	0,00	0,00	0,00			4	4
REFM									4	4
Subtotal operational staff									4	4
Subtotal management and administrative support staff									0	0
Total	119,00	30,00	366,0	0,00	485,00	22,00	0,00	15,00	119,00	641,0

C. Delegated operational appropriations

Budget lines		Commitment appropriations (€)					Payment appropriations (€)				
Budget line	Subprogramme	EU Budget	EFTA/EEA	External assign	Next Generation	Total	EU Budget	EFTA/EEA	External assign	Next Generation	Total
CEF and its legacy											
02 03 99 01 - Completion of previous "Connecting Europe Facility (CEF) — Transport" programmes (prior to 2021)	Legacy: CEF Transport, Ten-T	0				0	1.000.000.000				1.000.000.000
05 03 99 03 - Completion of the "Connecting Europe Facility (CEF) — Cohesion Fund (CF) allocation" (2014-2020)	Legacy: CEF Cohesion	0				0	415.000.000				415.000.000
02 03 99 02 - Completion of previous "Connecting Europe Facility (CEF) — Energy" programmes (prior to 2021)	Legacy: CEF Energy	0				0	390.000.000				390.000.000
02 03 01 - "Connecting Europe Facility (CEF)" - Transport	CEF Transport	1.656.382.500				1.656.382.500	1.355.000.000				1.355.000.000
05 03 03 - Cohesion Fund - contribution to the Connecting Europe Facility (CEF)	CEF Transport - Cohesion	1.647.500.000				1.647.500.000	870.000.000				870.000.000
13 04 01 - Military mobility	CEF Transport - Military mobility	244.571.000				244.571.000	130.000.000				130.000.000
02 03 02 - "Connecting Europe Facility (CEF)" - Energy	CEF Energy	918.872.000				918.872.000	310.000.000				310.000.000
	Total CEF and its legacy	4.467.325.500	0	0	0	4.467.325.500	4.470.000.000	0	0	0	4.470.000.000
Renewable Energy Financial Mechanism -FinMech											
02 20 03 04 - Renewable Energy Financial Mechanism	Renewable Energy Financial Mechanism	0	0	40.000.000	0	40.000.000	0	0	0	0	0
	Total Renewable Energy Financial Mechanism -FinMech	0	0	40.000.000	0	40.000.000	0	0	0	0	0
Just Transition Mechanism - JTM											
09 04 01 - Public Sector Loan Facility under the Just Transition Mechanism	Just Transition Mechanism	0	0	125.000.000	0	125.000.000	25.000.000	0	72.500.000	0	97.500.000
	Total Just Transition Mechanism - JTM	0	0	125.000.000	0	125.000.000	25.000.000	0	72.500.000	0	97.500.000
Horizon Europe and its legacy											
01 02 99 01 - Completion of previous research programmes (prior to 2021)	Legacy: H2020	0	0			0	71.338.932	2.561.068			73.900.000
01 02 02 50 - Cluster 'Climate, Energy and Mobility'	Horizon Europe	794.320.561	21.843.815	341.835.624		1.158.000.000	650.006.624	23.010.234		51.212.320	724.229.178
01 02 02 10 - Cluster 'Health'	Horizon Europe - Mission	2.000.000				2.000.000	3.912.902				3.912.902
01 02 02 20 - Cluster 'Culture, Creativity and Inclusive Society'	Horizon Europe - Mission	0				0	9.206.597				9.206.597
01 02 02 30 - Cluster 'Civil Security for Society'	Horizon Europe - Mission	0				0	7.788.139				7.788.139
01 02 02 40 - Cluster 'Digital, Industry and Space'	Horizon Europe - Mission	12.000.000				12.000.000	57.298.173				57.298.173
01 02 02 50 - Cluster 'Climate, Energy and Mobility'	Horizon Europe - Mission	339.968.279				339.968.279	110.782.306	3.921.694			114.704.000
01 02 02 60 - Cluster 'Food, Bioeconomy, Natural Resources, Agriculture and Environment'	Horizon Europe - Mission	130.283.200				130.283.200	59.578.970				59.578.970
	Total Horizon Europe and its legacy	1.278.572.040	21.843.815	341.835.624	0	1.642.251.479	969.912.643	29.492.996	0	51.212.320	1.050.617.959

Delegated operational appropriations – continued

Budget lines		Commitment appropriations (€)					Payment appropriations (€)				
Budget line	Subprogramme	EU Budget	EFTA/EEA	External assign	Next Generation	Total	EU Budget	EFTA/EEA	External assign	Next Generation	Total
Innovation Fund											
16 03 01 – Innovation Fund – Operational expenditure	Innovation Fund	0	0	1.752.300.000	0	1.752.300.000	0	0	526.200.000	0	526.200.000
	Total Innovation Fund	0	0	1.752.300.000	0	1.752.300.000	0	0	526.200.000	0	526.200.000
LIFE and its legacy											
09 02 99 01 - Completion of the "Programme for Environment and Climate Action (LIFE)" (prior to 2021)	Legacy: LIFE	0	0	0	0	0	115.000.000				115.000.000
09 02 01 - Nature and biodiversity	Programme for Environment and Climate Action (LIFE)	266.874.500				266.874.500	136.000.000				136.000.000
09 02 02 - Circular economy and quality of life	Programme for Environment and Climate Action (LIFE)	147.067.500				147.067.500	88.000.000				88.000.000
09 02 03 - Climate change mitigation and adaptation	Programme for Environment and Climate Action (LIFE)	97.000.000				97.000.000	66.000.000				66.000.000
09 02 04 - Clean energy transition	Programme for Environment and Climate Action (LIFE)	106.505.472				106.505.472	83.000.000				83.000.000
	Total LIFE and its legacy	617.447.472	0	0	0	617.447.472	488.000.000	0	0	0	488.000.000
European Maritime Fisheries and Aquaculture Fund (EMFAF) and compulsory contributions to International bodies											
08 04 99 02 - Completion of the "European Fisheries Fund (EFF)" and of the "European Maritime and Fisheries Fund (EMFF)" — Operational expenditure under direct management (prior to 2021)	Legacy: EMFF	0	0	0	0	0	1.630.000	0	0	0	1.630.000
08 04 02 - European Maritime Fisheries and Aquaculture Fund (EMFAF)	European Maritime Fisheries and Aquaculture Fund (EMFAF)	26.930.000	0	0	0	26.930.000	35.000.000	0	0	0	35.000.000
08 05 02 - Promoting sustainable development for fisheries management and maritime governance in line with the CFP objectives (Compulsory contributions to International bodies)	Compulsory contributions to International bodies	6.150.000	0	0	0	6.150.000	6.175.000	0	0	0	6.175.000
08.200100.P082402 - Pilot project - Fostering energy transition	Pilot Project	0	0	0	0	0	0	0	0	0	0
08.200100.P082403 - Pilot project - Saving our Seas	Pilot Project	0	0	0	0	0	2.240.000	0	0	0	2.240.000
	Total European Maritime Fisheries and Aquaculture Fund (EMFAF) and compulsory contributions to International bodies	33.080.000	0	0	0	33.080.000	45.045.000	0	0	0	45.045.000
Total of operational appropriations managed by the Executive Agency:		6.396.425.012	21.843.815	2.259.135.624	0	8.677.404.451	5.997.957.643	29.492.996	598.700.000	51.212.320	6.677.362.959