



2021



In accordance with the Statutes of the BBI JU annexed to Council Regulation (EU) No 560/2014 of 6 May 2014. The annual work plan and budget will be made publicly available after its adoption by the Governing Board.

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This document establishes the 2021 Annual Work Plan and Budget. It outlines the scope of the required activities and governance of the Programme Office to ensure business continuity of the Bio-Based Industries Joint Undertaking.

Call topics are developed via a collaboration between the Bio-based Industries Consortium (BIC), the European Commission and the BBI JU. The rest of the document is mainly drafted by BBI JU with input from the two members. The text is consulted in several phases with the BBI JU advisory bodies, and finally according to article 15 of the statutes of BBI JU Council Regulation (EU) No 560/2014 the Executive Director presents the document to the Governing Board that formally adopts it.

The document consists of four parts:

1. An introduction, including a description of BBI JU's background, objectives and mission.
2. The description of the scope and details of the activities related to the Call 20for 2020, call and project management rules, BBI JU's support to operations, governance and the internal control framework.
3. BBI JU's 2021 Budget including the staff establishment plan
4. A list of acronyms.



1. INTRODUCTION





1.1. BBI JU's background

The Commission Communication of 13 February 2012 entitled "Innovating for Sustainable Growth: A Bioeconomy for Europe", and in particular its Action Plan, called for a public-private partnership to support the establishment of sustainable and competitive bio-based industries and value chains in Europe. In view of moving towards a post-petroleum society, the Communication aimed to integrate better biomass producing and processing sectors in order to reconcile food security, natural resource scarcity and environmental objectives with the use of biomass for industrial and energy purposes.

Against this background, the BBI JU was established in 2014. It is a public-private partnership between the European Union and the Bio-based Industries Consortium (BIC). Operating under Horizon 2020, it is driven by the Strategic Innovation and Research Agenda (SIRA), published in March 2013 and updated on July 2017.

The European Union is represented by the European Commission (EC). BIC is a non-profit organisation that was created to represent the group of industries that supports the Bio-Based Industry Joint Undertaking (BBI JU). Its members cover the entire bio-based value chain and consist of large industries, small and medium-sized enterprises (SMEs), regional clusters, universities, research and technology centres, European trade associations, and European Technology Platforms. BIC's aim is to ensure and promote the technological and economic development of the bio-based industries in Europe. Any interested stakeholders along the bio-based value chain may apply for membership to BIC. It applies general principles of openness and transparency regarding membership, achieving a broad industrial involvement.

BIC and the EC developed the initial SIRA and the up-dated SIRA based on extensive consultation with public and private stakeholders. The SIRA describes the main technological and innovation challenges that need to be overcome in order to develop sustainable and competitive bio-based industries in Europe. It identifies research, demonstration and deployment activities to be carried out by a Joint Technology Initiative on bio-based industries, the BBI JU.

1.2. BBI JU's general objectives

The overall objective of the BBI JU is to implement a programme of research and innovation activities in Europe that will assess the availability of renewable biological resources that can be used for the production of bio-based materials, and on that basis, support the establishment of sustainable bio-based value chains. Those activities should be carried out through collaboration between stakeholders along the entire bio-based value chains, including primary production and processing industries, consumer brands, SMEs, research and technology centres and universities.

This objective should be achieved through the support of research and innovation activities, using resources from the public and private sectors. To this end, the BBI JU manages a project portfolio and calls for proposal, where the last one was closed in September 2020.



To achieve a maximum impact, the BBI JU should develop close synergies with other Union programmes in areas such as education, environment, competitiveness and SMEs, and with the European Structural and Investment Fund (ESIF), which can specifically help to strengthen national and regional research and innovation capabilities in the context of smart specialisation strategies.

Complementarities with other parts of Horizon 2020 such as Societal Challenge 2, the biotechnology area of the Leadership in Enabling and Industrial Technologies (LEIT) and SPIRE are to be encouraged.

All the actions undertaken to develop synergies and complementarities are reported in detail in the BBI JU Annual Activities Reports.

The specific priorities for next year are detailed in section 2.4.2, although it needed to be highlighted that in 2021 the first BBI JU priorities are to maintain the operational standards at the highest quality and ensure the absorption of the workload peak, and deploy the transition to the next Framework Programme Horizon Europe and partnership.

The specific objectives of the BBI JU are to:

1. contribute to the implementation of Regulation (EU) No 1291/2013 and in particular Part III of Decision 2013/743/EU;
2. contribute to a more resource-efficient and sustainable low-carbon economy and to increasing economic growth and employment, in particular in rural areas, by developing sustainable and competitive bio-based industries in Europe, based on advanced biorefineries that source their biomass sustainably, and in particular to:
 - i. demonstrate technologies that enable new chemical building blocks, new materials, and new consumer products from European biomass, which replace the need for fossil-based inputs;
 - ii. develop business models that integrate economic actors along the whole value chain from supply of biomass to biorefinery plants to consumers of bio-based materials, chemicals and fuels, including through creating new cross-sector interconnections and supporting cross-industry clusters; and
 - iii. set up flagship biorefinery plants that deploy the technologies and business models for bio-based materials, chemicals and fuels and demonstrate cost and performance improvements to levels that are competitive with fossil-based alternatives.

The scientific priorities and impacts were identified by BIC and the EC, in collaboration with BBI JU to prepare the last call for proposal of BBI JU in 2020. It was achieved via a wide consultation which targeted industry members of BIC, universities, RTOs, European Technology Platforms and European industry associations, and BBI JU's advisory bodies - the State Representative Group Committee (SRG)



and the Scientific Committee (SC). The scientific priorities are aligned with the SIRA, which presents four main strategic orientations:

1. foster supply of sustainable biomass feedstock to feed both existing and new value chains;
2. optimise efficient processing for integrated biorefineries through research, development and innovation;
3. develop innovative bio-based products for identified market applications;
4. create and accelerate the market-uptake of bio-based products and applications.



2. ANNUAL WORK PLAN 2021



2.1. Executive summary

The 2021 Annual Work Plan and Budget (AWP) is the eighth one on the critical path towards the end of BBI JU in 2024 and following the implementation of its programme after its last call for proposals closed in September 2020. It continues to be based on the acceleration of the development of new sustainable value chains from biomass feedstock supply via efficient processing, and the acceptance and application of bio-based products in the end-markets.

The AWP 2021 confirms the focus on better integrating biomass feedstock suppliers at the front end of the value chain, meeting a demand for biomass feedstock for biorefining processes. Similarly, the AWP will stimulate the building of partnerships with end market actors to create a 'market pull' for bio-based products for identified applications. The Strategic Innovation and Research Agenda (SIRA) of 2013 included the main defined technological and innovation challenges to developing sustainable and competitive bio-based industries in Europe. It was adjusted in 2017 namely through the addition of some new objectives that reflect the ambitions of members of the Bio-based Industries Consortium (BIC).

The scientific priorities and impacts for the last call for proposal 2020 were identified by BIC and the EC, in collaboration with BBI JU programme office, via a wide consultation which targeted industry members of BIC, universities, RTOs, European Technology Platforms and European industry associations, and BBI JU's advisory bodies - the State Representative Group Committee (SRG) and the Scientific Committee (SC).

The scientific priorities remain the following, well aligned with the four strategic orientations of the SIRA:

1. foster supply of sustainable biomass feedstock to feed both existing and new value chains;
2. optimise efficient processing for integrated biorefineries through research, development and innovation;
3. develop innovative bio-based products for identified market applications;
4. create and accelerate the market-uptake of bio-based products and applications.

In 2021 there will not be a call for proposal but the programme office continues to face the challenge of absorbing the peak of workload while keeping high quality standards. BBI JU is a mature organisation and the challenge will be to underpin the current strengths, while maintaining the performance level. Throughout a culture of continuous improvement, the programme office continues to consolidate some processes while implementing corrective actions where needed. In addition, the reporting landscape is further elaborated to ensure effective demonstration of and communication around the achievements and impact of the initiative with a specific focus on primary sector participation, biodiversity contribution and overall Green Deal objectives. This communication will be supported by specific tools and campaigns (including events) to communicate the added value of the BBI initiative



2021 will be an important year of transition: BBI JU will continue with the implementation of the last call under Horizon Europe until the closure of the Grant Agreement Preparation and at the same time it will be the first year of Horizon Europe implementation. In this context, the BBI JU programme office will ensure a smooth transition to the new proposed partnership Circular Bio-based Europe under Horizon Europe by providing lessons learned, data and relevant information at operational level and involving key members of BBI staff in discussions where appropriate.

2.2. Operations

2.2.1. Objectives and indicators of the AWP 2021

In 2021, BBI JU will continue to contribute to the overcoming of the main technological and innovation challenges described in the SIRA, via its funded portfolio. To this end, it aims at achieving the targets set for the year 2020 on each of the specific KPIs defined in the Specific Programme implementing Horizon 2020, in the Impact Assessment of the BBI JU, and in the SIRA. Tables 1 and 2 show how the planned actions in 2021 are expected to contribute to the specific targets¹.

¹ Please note that the numbers refer to the aggregated expected contribution of every AWP 2020 topic to each of the KPIs; this number is only tentative, as one topic may deliver more than one project selected for funding (therefore increasing its contribution) or no projects selected for funding (no contribution of this topic to the aggregated contribution).

Table 1: Specific research and innovation objectives of BBI JU and related Key Performance Indicators (KPIs): Expected contributions of successful 2020 actions.

Objectives & KPIs		TARGET 2024 ²
Objective	New cross-sector interconnections in the bio-based economy (new bridges creating cooperation between the different sectors and actors)	
KPI 1	Number of new cross-sector interconnections in BBI JU projects	36
Objective	New bio-based value chains	
KPI 2	Number of new bio-based value chains created/realised with BBI JU projects	10
Objective	New building blocks based on biomass of European origin	
KPI 4	Number of new bio-based building blocks developed (TRL 3), validated (TRL 4-5) or demonstrated (TRL 6-7) with BBI JU projects	5
Objective	New bio-based materials	
KPI 5	Number of new bio-based materials developed (TRL3), validated (TRL 4-5) or demonstrated (TRL 6-7-8) with BBI JU projects	50
Objective	New demonstrated 'consumer' products based on bio-based chemicals and materials	
KPI 6	Number of new bio-based 'consumer' products or bio-based applications demonstrated (TRL 6-7-8) with BBI JU projects	30
Objective	BBI JU flagship projects producing new bio-based intermediate products (materials, chemicals) or bio-based consumer products, which have proven to become cost-competitive with the alternatives based on fossil resources or other non-renewable resources	
KPI 7	Number of Flagship grant agreements signed between BBI JU and the project consortia	5
KPI 8	RIA 'TRL gain': validated, improved technologies that fill gaps in value chains and make for new chemical building blocks, new materials, new 'consumer' products or new applications.	20
Number of new and improved processing technologies validated with BBI projects. This KPI is complementary to KPIs 4, 5 and 6.		

² The target reflects the end of the JU activities in accordance with article 1 of the BBI JU Council Regulation.



Note: The description of the specific BBI JU objectives and KPIs is provided in the Strategic Innovation and Research Agenda (SIRA) developed by the industry, in collaboration with the EC (SIRA Version 2017, Table 7 'BBI Key Objectives' page 62-63)³ and in the Impact Assessment of the BBI JU⁴.

The monitoring of the above-mentioned KPIs (Table 1) will be based on data collected from the yearly project reporting. The quantitative KPI information will be completed by qualitative information, e.g. details on interconnected sectors and co-operations' modes for KPI 1, details on what is new in value chains (KPI 2), and details on final markets and bio-based applications (for KPIs 4-6). KPI 3 (number of grant agreements) and KPI 7 (number of flagships) will be measured at programme level and the numbers will refer to successful projects, i.e. those that have signed Grant Agreements and have delivered the expected outcomes. BBI JU ongoing projects report annually on their expected KPI results by 2024 or by the end of the project (the earliest). The verification of these results will take place as the projects finish. BBI JU will report on the progress against KPIs in its Annual Activity Report.

³ http://bbi-europe.eu/sites/default/files/documents/BBI_SIRA_web_0.pdf

⁴ http://eur-lex.europa.eu/resource.html?uri=cellar:7959e353-eaf4-11e2-a22e-01aa75ed71a1.0001.01/DOC_1&format=PDF

Table 2: Overall and cross-cutting objectives of BBI JU Programme and related monitoring indicators: Expected contributions of successful 2020 actions.

Objectives & Indicators		Targets	
Objective	A broad participation of SMEs	Target at the end of BBI JU programme	
KPI	Share of EU financial contribution going to BBI JU beneficiaries flagged as SME at Grant Agreement signature stage	20% of EU contribution allocated to SMEs (Horizon 2020 target)	
Objective	Widening participation	Target at the end of BBI JU programme	
KPI	Share of participants and EU financial contribution going to BBI JU beneficiaries originating from newer Member States and Associated Countries, at Grant Agreement signature stage	Increased participation of less active countries ⁵	
Objective	Private funding to be provided according to BBI JU Regulation	Target at the end of BBI JU programme	Addressed in AWP 2021
KPI	PPP leverage: - financial contribution already committed by private members in project selected for funding	Programme level: See article 4 of the BBI JU Regulation	N/A
Objective	Reach an appropriate balance between research, innovation and deployment	Target at the end of BBI JU programme	Addressed in AWP 2021
KPI	Indicative share (%) of RIAs, Demonstration Actions (IA), Flagship Actions (IA) and supporting Actions (CSA)	Programme level: reach a balance of RIA 30,5% – DEMO 30,5% – FLAG 35,5% – CSA 3,5% (of public funding)	N/A

The indicators mentioned in Table 2 are part of a broader range of Horizon 2020 Performance Indicators⁶ and together with other indicators will also be included in the BBI JU's Annual Activity Report. Those indicators will be measured at both programme and project level. For example, participation statistics (applicants by country, SMEs) will be extracted at programme level from the general statistics based on the submission and Grant Agreement signature stage for past calls. This will be completed with further details from on-going projects based on data collected from the annual and / or periodic project reporting.

⁵ The participation will be monitored by 1) comparing the participation from a country in the current call with its participation in the previous BBI JU call as well as 2) analysing the evolution of its participation year by year.

⁶ Based on Annex II (PERFORMANCE INDICATORS) and Annex III (MONITORING) to Council Decision 2013/743/EU.

BBI JU Office operational efficiency. BBI JU operates under Horizon 2020 rules and it therefore has the legal obligation to monitor, continually and systematically, the implementation of its programme, as well as to report and to disseminate the results of this monitoring on an annual basis.⁷ The operational monitoring is based on indicators which are common to all Horizon 2020 programmes and include for example the following: 1) time to inform (TTI) all applicants of the outcome of the evaluation of their application from the final date for submission of proposals (target TTI max: 153 calendar days); 2) time to grant (TTG) measured from the Call deadline to the grant signature (target TTG < 243 days). BBI JU will ensure the efficiency of all operations. The results of its operational monitoring will be included in the Annual Activity Report.

2.2.2. Risk Management BBI JU Annual Work Plan 2021

The BBI JU conducted a risk assessment exercise within the scope of the objectives and priorities set out in the AWP 2021. The risk identification and assessment evaluated the root causes of each risk and their potential consequences, taking into account the existing controls as well as the convergences and inter-dependencies between risks. This process is documented in the internal Risk Register of the organisation, which incorporates a description of the respective action plans, detailing the action owners and individual deadlines.

At the end of 2020 a total of 10 risks have been identified and described in the Risk Register with varying degrees of importance, convergence and inter-dependency.

The risk assessment exercise conducted in 2020 confirmed the trend of previous years and some additional risks have been absorbed or reduced by an increased effectiveness of internal controls as well as experience gained in the core activities, such as the Horizon 2020 grant planning, processes and systems.

Certain other risks persist in the remit of the Programme Office and some new ones have appeared, mainly related to the potential impacts of the Covid-19 pandemic related to the working conditions. The mitigating actions envisaged in the past will continue to be applied in 2020 and new dedicated responses to the identified threats have been envisaged in action plans for 2021. In these areas, the Programme Office demonstrates that it is operating to high quality operational standards.

Efficiency ratios of operations and risks related to staff are continuously being monitored in order to mitigate the threat of an expected increase in workload for the period 2020-2021. This is also the case for those processes that are not yet fully implemented (such as the ex post controls on operational expenditure) and where a closer monitoring of preliminary data will support the relevant control measures already in force.

⁷ This legal requirement is set out in Article 31 of the Regulation (EU) No 1291/2013 establishing Horizon 2020.

The financial impacts of the COVID-19 pandemic and the process of withdrawal by the United Kingdom from the European Union (Brexit) remain outside the direct control of BBI JU, but the organisation got prepared to face possible scenarios and to act according to the guidelines that are continuously defined at central level for all the institutions of the EU.

The Risk Register remains an internal living document and the management of identified risks will be ensured through appropriate mitigating actions, wherever possible, and continuously monitored by BBI JU throughout the year.

2.2.3. Follow-up of the 2020 Call for proposals

The 2020 Call was closed on 3 September 2020. A total of 229 proposals were received, from 229 were admissible and eligible. The proposals were evaluated by independent experts over five non-consecutive weeks, first remotely between 16 September and 9 October 2020 and then centrally between 12 October and 20 November 2020. The ranking list of projects to be funded is expected to be adopted by the Governing Board by January 2021. In accordance with the established procedures, the Grant Agreement Preparation phase starts directly after the Governing Board decision and is expected to be concluded during May 2021.

ACTIVITIES FOR 2021

Finalisation of the 2020 call management process (*)	
Finalisation of evaluations (information on outcome of the evaluation)	Q4 – 2020 / Q1 2021
Preparation and signature of the grant agreements for the selected proposals	Q1/Q2 - 2021
Pre-financing payments	Q2 – 2021
Follow-up of project implementation	Starting Q2 - 2021

(*) maximum 8 months from the final date for submission of completed proposals (3/09/2020), according to Horizon 2020 rules

2.3. Support to operations

2.3.1. Communication activities

BBI JU communication: a strategic approach

Communication activities support BBI JU's strategic goals by raising awareness about bio-based industries and BBI JU programme, and promoting the funding opportunities and achievements of BBI JU projects.

The Annual Communication Work Plan is based on the multi-annual Communication and Stakeholder Management Strategy. It provides a list of communication activities under each objective, along with the communication channels and budget.



Communication priorities in 2021

With the last call for proposals closed in 2020, BBI JU communication activities in 2021 will focus on the promotion of the programme achievements and impacts in line with the EU Bioeconomy Strategy, the EU Green Deal, the EU Biodiversity Strategy, Circular Economy Action Plan and Farm to Fork Strategy..



- **Promotion of BBI JU project achievements and impacts in line with the EU Bioeconomy Strategy, the EU Green Deal, the EU Biodiversity Strategy, Circular Economy Action Plan and Farm to Fork Strategy.**

With a growing number of finished or mature projects, communication of BBI JU success stories will become more intense in 2021. A success story communication and dissemination plan will exploit all available channels to their full potential, and the collection of success stories will be expanded. The BBI JU product collection will be enriched in support of this priority, and the current publication on projects will be updated.

In parallel, BBI JU will continue promoting the impacts at the programme level. Current material on the high-level achievements will be updated in order to support a communication campaigns, based on the information available by the current projects reporting, linking BBI JU achievements to the relevant EU's priorities, with a particular focus on:

- ✓ Participation of the biomass feedstock producers, including land and sea sidestream suppliers and waste providers;
- ✓ Environmental impacts and trade-offs, especially on biodiversity, of BBI JU projects and future deployment of related technologies
- ✓ Socio-economic impacts, in particular boosting employment in rural and coastal areas and diversifying and growing primary producers' income.
- ✓ Socio-environmental impacts in terms of more environmental sustainable products for consumers
- ✓ Green jobs creation
- ✓ New knowledge and skills in the green bioeconomy
- ✓ Soil related aspects, including microbiome and nutrients
- ✓ Valorisation of waste streams from agricultural/urban/industrial sources in bio-based supply chains
- ✓ Digitalisation

BBI JU will also continue targeted digital campaigns on various aspects of the programme (e.g. SME and academia participation).

As part of the Stakeholder Management Plan, BBI JU will consolidate the collaboration with key stakeholders (institutional, governmental and NGOs) to reinforce and support their role as ambassadors of the initiative , and engage with relevant stakeholder groups, such as biomass feedstock providers including primary producers, (macro) regions including cities, investors etc. Stronger collaboration on communication with the SC and SRG members will be explored.

Partnerships with the Commission services and stakeholder organisations will be strengthened to maximise the impact of BBI JU's communication. The Programme Office will also support and collaborate with the communication teams of projects for a wider dissemination potential.

Communication tools and channels

In 2021 BBI JU will increasingly rely on online communications and will adapt the format of the communication products to it. To this end, the BBI JU **website** will remain the main information hub. Launch of a new website based on a more recent technical platform will improve user experience.

BBI JU **newsletter** and **social media** accounts (Twitter, LinkedIn) will drive BBI JU's digital communication and support **campaigns**.

Events will be key to achieve the BBI JU's communication priorities. Based on participant feedback, events organised by BBI JU should allow remote participation in order to widen the participation and reduce the environmental impact.

Public relations and advocacy will target BBI JU's stakeholders in support to the communication priorities.

Media relations and partnerships will help engaging with wider audience beyond the BBI JU's stakeholders.

Indicative budget

Title	Description	Amount, €
Events and campaigns	Organisation of information and awareness raising events; participation to at least 15 key events; online campaigns	200.000,00
Communication material	Publications, videos, promotional material	150.000,00
Communication tools	Website, digital dissemination tools, networking tools, communication equipment	180.000,00
Public relations	Media relations and partnerships, prizes, sponsorship, branding	100.000,00
Total:		600.000,00

Indicative list of events

Event	Date(s)	Place	BBI JU role
Lignofuels 2021 Conference	10-11 February	Helsinki, Finland	Speaker
BIOKET 2021	16-18 March	Lille, France	Speaker

International Congress on Biomass 2021	23-24 March	Brussels, Belgium	Speaker
BBI JU Info Day 2021	TBC	Brussels, Belgium	Organiser
EUBCE 2021	TBC	TBC	Speaker
EFIB 2021	TBC	TBC	Speaker
IFIB 2021	TBC	Italy	Speaker
R&I Days 2021	TBC	Brussels, Belgium	Session organiser, speaker
EUCYS 2021	TBC	Salamanca, Spain	Sponsor of the bioeconomy award
Synergy Label event	TBC	Brussels	Organiser
World Bio Markets 2021	TBC	Amsterdam, the Netherlands	Speaker

2.3.2. Procurement and contracts

For the year 2021 BBI JU will implement its administrative budget also by means of procurement procedures and contracts, supporting the administrative and operations services in accordance with its financial rules⁸. It is essential that BBI JU makes the most efficient use of its resources by using existing framework contracts and service level agreements (SLA) with EC services. The extensive use of the existing contracts provides a lighter solution in terms of workload and the possibility to rely on quality service providers.

When framework contracts or SLAs are not available, BBI JU will need to launch individual procurement procedures in order to obtain desired services and implement its AWP effectively.

The table below provides a summary of tenders planned for 2021 under administrative budget and the related procurement procedure expected to be used on the basis of the information currently available. It may be subject to modifications.

⁸ https://www.bbi-europe.eu/sites/default/files/bbi_ju-financial_rules.pdf

Subject	Indicative/Maximum amount, €	Type of procedure	Indicative timeline
Media campaigns and events (information and awareness raising events; online campaigns)	Up to 200.000,00	FWC/SLA and public procurement	Q1-Q4
Communication material (Publications, videos, promotional material)	Up to 120.000,00	FWC/SLA and public procurement	Q2-Q4
Communication tools (website, digital dissemination tools, networking tools, communication equipment)	Up to 180.000,00	FWC/SLA or public procurement	Q3-Q4
Public relations including media support	Up to 100.000,00	FWC/SLA and public procurement	Q1-Q4
SYSTAL (IT tool HR recruitment)⁹	Up to 52.000,00	FWC	Q1
Pilot study on the sustainability assessment and criteria of bio-based systems (final title to be confirmed)¹⁰	Up to 139 000	Middle Value public procurement	Q1

2.3.3. IT and logistics

CLOUD/OFFICE 365/INTRANET

The BBI JU continues the roll-out of cloud-based services. Based on the outcome of the Data Protection Impact Assessment conducted in May-June 2020, the BBI JU will continue to work towards the migration of the email and file services to the cloud in 2021, to improve availability and accessibility of these two essential IT services.

The BBI JU's Intranet will continue its evolution, especially in a context of possible extended telework period. This tool has proved its effectiveness and has been a solid platform for BBI staff in 2020. The extended use of Sharepoint will allow BBI staff to share documents and work simultaneously online enjoying the full capabilities of Microsoft 365 (previously Office 365) and its online applications.

On this point, the enhanced use of Microsoft 365 will be an important activity of 2021, including the implementation of data protection and security measures to mitigate some residual risks detected in 2020.

⁹ Common procurement of the JUs in which BBI JU takes the role of the lead Contracting Authority

¹⁰ This is the study reflected in the AWP 2020 as 'Study on the environmental impact and biodiversity issues in the BBI JU projects'. Ex-ante publicity is to be launched in December 2020 but the public procurement will continue in 2021

UNIFIED COMMUNICATIONS

The cloud-based unified communications solution Microsoft Teams has been put in place to improve collaboration and teamwork while keeping a high level of security. Despite being initially foreseen as a pilot project, this tool provided a flexible platform to share and discuss work-related documents, facilitate knowledge transfer, enable easy-to-setup online meetings internally and involving external participants, and more. In 2021, the use of this tool will be enhanced and complemented by other IT tools supporting on line work, meetings and trainings. Integration with the telephone infrastructure located in the White Atrium building is also foreseen, to allow the availability of the same services both at the office and when working remotely.

HR MANAGEMENT TOOL

In 2021, BBI JU is leading the project to implement the HR management tool SYSTAL for most of the Joint Undertakings. This tool will replace the current IT system that is outdated. SYSTAL – that is used already by several EU agencies - will provide a reliable tool in recruitment, both for applicants and recruiters, reinforce the employer branding, support reporting and statistics in the HR domain.

PAPER-LESS OFFICE

With the implementation of ARES (the European Commission's records management and workflow system) in 2019 and its enhanced use in 2020, the BBI JU moved already towards a paper-less files for contracting and payment on the administrative budget, using scanned signatures. The BBI JU is looking into possibilities to obtain Qualified Electronic Certificates and integrate them with ARES, to allow for a full paper-less signatory chain.

2.3.4. JU Executive Team – HR matters

MANAGEMENT OF THE PROGRAMME OFFICE

The Programme Office will continue implementing its activities in compliance with the applicable rules and procedures to support the appropriate management of public and private funds, under the leadership of the Executive Director who is the Chief Executive responsible for the day-to-day management of the BBI JU in accordance with the decisions of the Governing Board.

In the HR domain, BBI JU aims to achieve its goals through effective recruitment procedures, proper allocation and administration of resources and in developing, motivating and retaining valuable/high qualified staff while maintaining an optimal and efficient working environment.

This objective will be implemented in four main HR areas:



STAFF IMPLEMENTATION AND RECRUITMENT

In 2021, the BBI JU will have 23 staff members reaching its full Staff Establishment Plan. Therefore, no additional recruitment of statutory staff is foreseen. However, since staff turnover and inter agency mobility are expected to increase, recruitment needs will be closely monitored by the HR function. Due to the COVID 19 pandemic, the HR function will revise its recruitment processes using online assessment tools. Also, a more efficient, more performing and paperless IT recruitment tool will be used by the BBI JU as from 2021.

The BBI JU will be in the core phase of its mandate and the workload will significantly increase while the total number of staff will remain the same. In order to cope with these peak periods of work, BBI JU might recruit interim staff to provide occasional additional support and guarantee business continuity for critical periods.

The BBI JU will also give the opportunity to trainees to acquire a first-hand experience of the BBI JU as well as an understanding of its objectives and activities. With these traineeships, BBI JU will benefit from the input of enthusiastic young graduates, who can give a fresh point of view and up-to-date academic knowledge, which will further enhance the everyday work of the JU.

The HR function will also perform an analysis on how the Programme Office should evolve in the near future in terms of staff allocation ensuring that the organisation achieve its objectives.

LEGAL MATTERS AND HR MANAGEMENT

In 2021, BBI JU will continue to develop its internal guidelines and strengthen its legal framework, paying particular attention to how EC staff implementing rules apply to the JU particularities. The programme office will also organise an annual appraisal and reclassification exercise.

New staff implementing rules are expected to be adopted by the GB in 2021 in consultation with DG HR and the Standing Working Party¹¹. The teleworking internal notice will be revised to respond even better to the current reality.

LEARNING AND DEVELOPMENT OPPORTUNITIES FOR BETTER EFFICIENCY AND STAFF MOTIVATION

The BBI JU promotes the continuous development of its staff to ensure that they are competent in their roles and can respond to the challenges of their job in fast changing world. Learning and development is also a tool to engage staff, ensuring their professional growth. It is an integral part of BBI JU human resources policy and serves the interests of both the individual and the organisation. Therefore, in 2021 HR will continue to develop a learning and development framework focusing on online learning opportunities. The HR function will also pay particular attention to the prevention of

¹¹ The Standing Working Party, composed of DG HR, representatives of agencies and partner DGs, has been created by the Commission to discuss and draft implementing rules to the Staff Regulations in agencies, allowing the harmonisation of HR rules in the agencies network.

burn out and to the digital overload for the BBI JU staff. Senior Managers will attend specific online trainings to be able to cope with the current situation and better support and guide staff under their supervision. The on boarding procedure to welcome new staff in a virtual setting will also be revised.

The HR function will also organise coaching opportunities for specific key functions and team coaching to help staff to develop their growth and potential within the organisation.

The HR function will also continue to improve the BBI JU Intranet to improve the communication within the team and facilitate the access to key documents for staff.

COOPERATION WITH OTHER JUS/AGENCIES NETWORK/EC

In 2021, BBI JU will continue to collaborate with the other JUs, the agency network and the EC HR support services (DG HR and PMO). The use of shared IT tools/services will be envisaged.

2.3.5. Data protection

The BBI JU, and specifically its Data Protection Officer (DPO), continues to ensure and apply the data protection legal framework within the Joint Undertaking, taking into account the entry into force of the new Regulation (EU) 2018/1725, which replaced on 11 December 2018 Regulation (EC) No 45/2001.

For this purpose, the BBI JU will continue implementing the following tasks:

- Plan, provide advice and report to the Controller on accountability at three levels.
- Continue update of the on-line data protection register tailor made to the needs of a Joint Undertaking. This IT system was put in place in October 2019, and is publically available in BBI JU website since 2020.
- Follow up on the new or updated guidance to be issued by the European Data Protection Supervisor

In addition to the continuity tasks on data protection, in 2021 BBI JU will fully implement the action plan developed after the data protection impact assessment on the Microsoft tools, accomplished thanks to a joint procurement by all the joint undertakings.

2.4. Governance

2.4.1. Governing board

BBI JU's Governing Board has overall responsibility for the strategic orientation and the operations of the BBI JU and shall supervise the implementation of its activities in accordance with Article 7 of the Statutes¹².

The GB is composed of 5 representatives of the European Commission on behalf of the EU, and 5 representatives of BIC.

The GB is planning to hold four ordinary meetings (every quarter) during 2021. If necessary, the GB will also meet in 'shadow configuration' to prepare the future partnership CBE. In addition, BBI JU sends monthly reports to the GB members to keep a continuous information loop.

The key activities of the GB for the 2021 are listed below:

Key activities in 2021 – Timetable	
Adopt the Annual Activity Report 2020 and its assessment by the GB	Q2
Adopt an opinion on the final accounts 2020	Q2
Adopt the AWP and Budget 2021 ¹³	Q4
Approve the Additional Activities Plan 2021	Q4

2.4.2. Executive Director

The Executive Director is the chief executive responsible for the day-to-day management of the BBI JU in accordance with the decisions of the Governing Board. In June 2020 the Executive Director presented to the Governing Board the BBI JU the overall consideration that will determinate the priorities for the year 2021:

- There is no Call for Proposals in 2021 under BBI JU initiative
- GAP Call 2020 in 2021 and project management until 2024
- In 2021 will keep the workload peak for project implementation
- 2021 is a year of transition towards a still unknown future

¹² Annex to the Council Regulation (EU) No 560/2014 of 6 May 2014 establishing the Bio-based Industries Joint Undertaking ("BBI JU Regulation").

¹³ Subject to future decisions on an institutionalised partnership under Horizon Europe in the sector.



During the GB meeting of December, the Executive Director proposed the following priorities for 2021:

1. Keep BBI JU operational standards at the highest quality and ensure efficiency to absorb the peak of workload in 2021;
2. Ensure and prepare the transition to the next Framework Programme Horizon Europe and partnership, still unclear for BBI JU at the moment of approving this AWP and Budget 2021. Analyse and promote the achievements and impacts of the BBI JU initiative in line with the EU policy goals, in particular the EU Bioeconomy Strategy and the EU Green Deal including the EU Biodiversity Strategy, Circular Economy Action Plan and Farm to Fork Strategy
3. Ensure a smooth transition to the new proposed partnership Circular Bio-based Europe under Horizon Europe by providing lessons learned, data and relevant information at operational level and involving key members of BBI staff in discussions where appropriate.

For each priority the management has elaborated objectives for the organisation that will be cascaded into individual objectives for the BBI JU staff.

2.4.3. Scientific Committee

According to Article 4(2) of the BBI JU Statutes, the Scientific Committee is an advisory body to the Governing Board. It was established at its first meeting on 1 September 2014. It conducts its activities in close liaison and with the support of the BBI JU Programme Office.

The members reflect a balanced representation of world-wide recognised experts from academia, industry, SMEs, non-governmental organisations and regulatory bodies. Collectively, the Scientific Committee members have the necessary scientific competencies and expertise covering the technical domain needed to make science-based recommendations to the BBI JU. At present, the Scientific Committee consists of fourteen members. The SC members have elected a chair and a vice-chair.

The Scientific Committee carries out the following tasks:

- advise on the scientific priorities to be addressed in the annual work plans;
- advise on the scientific achievements described in the annual activity report.

During the year 2021, at least two meetings of the Scientific Committee are planned (Q2 and Q3/Q4). Additional meetings could take place to address major issues.

Key activities in 2021 – Timetable

14th Meeting of the SC. **The SC** would:

- Provide advice on the BBI JU programme progress and achievement of targets and other strategic issues. The BBI JU will provide information on the main achievements in the implementation of the 2020 annual work plan, participation in the call for proposals and evaluation results of the Call 2020, on-going projects, etc.

Q2

<ul style="list-style-type: none"> ▪ Provide SC position on Horizon Europe and BBI JU related issues ▪ 	
<p>15th Meeting of the SC. The SC would:</p> <ul style="list-style-type: none"> ▪ Provide advice on the BBI JU programme progress and achievement of targets and other strategic issues. The BBI JU will provide information on the 2020 annual work plan implementation, participation in the call for proposals 2020, on-going projects, etc. ▪ 	Q3/Q4

2.4.4. States Representatives Group

The States Representatives Group (SRG) was established at its first meeting on 3 September 2014. According to Article 11 of the BBI JU Statutes, the SRG consists of one representative of each Member State and of each country associated to Horizon 2020. It has elected a chair and two vice-chairs from among its members.

The SRG is being consulted and, in particular, reviews information and provides opinions on the following matters:

- programme progress of the BBI JU and achievement of its targets, including the calls for proposals and proposals evaluation process;
- updating of strategic orientation;
- links to Horizon 2020;
- annual work plans;
- involvement of SMEs.

The States Representatives Group was be consulted on this 2021 Annual Work Plan in Q4 of 2020.

The SRG also provides information to, and acts as an interface within, the BBI JU on the following matters:

- the status of relevant national or regional research and innovation programmes and identification of potential areas of cooperation, including deployment of relevant technologies, to allow synergies and avoid overlaps;
- specific measures taken at national or regional level with regard to dissemination events, dedicated technical workshops and communication activities;
- specific measures taken at national or regional level with regard to deployment activities in relation to the BBI Initiative.

The States Representatives Group may issue, on its own initiative, recommendations or proposals to the Governing Board on technical, managerial and financial matters as well as on annual plans, in particular when those matters affect national or regional interests.

During the year 2021, at least two meetings of the States Representatives Group are planned (Q2 and Q3/Q4). Additional meetings could take place to address major issues.

Key activities in 2021 – Timetable	
<p>14th Meeting of the SRG. The SRG would:</p> <p>Provide recommendations on the BBI JU programme progress and achievement of targets and other strategic issues. The BBI JU will provide information on the programme progress and main achievements since the last meeting, participation in the call for proposals and evaluation results of the Call 2020, impacts and achievements, on-going projects, communication activities, synergies with other initiatives, etc.</p> <p>Provide updated information on regional and national research and innovation programmes in order to ensure synergies with BBI JU. Discussion on the basis of the Joint JRC-BBI JU-IEA Bioeconomy survey on national activities.</p> <p>Discuss initiatives to improve the promotion, dissemination and communication of the BBI Initiative and the participation of national stakeholders in BBI JU call for proposals.</p> <p>Provide advice on potential activities related to BBI JU under Horizon Europe</p>	Q2
<p>15th Meeting of the SRG. The SRG would:</p> <p>Issue recommendations on the BBI JU programme progress and achievement of targets and other strategic issues. The BBI JU will provide information on the 2021 annual work plan implementation, participation in the 2021 call for proposals (submission statistics), on-going projects, etc.</p> <p>Provide advice on the 2022 Annual Work Plan draft</p> <p>Provide updated information and discuss initiatives on: regional and national research and innovation programmes to allow synergies; dissemination and communication activities; and deployment activities in relation to BBI JU.</p> <p>Provide SRG advice on potential activities related to BBI JU under Horizon Europe.</p>	Q3/Q4

2.5. Internal Control framework

In 2019 BBI JU adopted a new Internal Control Framework (ICF) in line with the one that was gradually introduced in the other EU institutions since 2017. The ICF provides reasonable assurance to the Governing Board regarding the achievement of BBI JU's objectives. In line with the requirements expressed in the BBI JU Financial Rules and in the EU Financial Regulation, it shall:

- Ensure that operational activities are effective and efficient. The BBI JU meets its objectives defined in the Annual Work Plan using the adequate human and financial resources.



- Ensure that legal and regulatory requirements are met. BBI JU operates in full accordance with all legal and regulatory requirements.
- Ensure that reporting is reliable. BBI JU management produces regular, reliable and easily accessible management information on financial management, use of resources and progress on the achievement of operational objectives.
- Ensure that assets and information are safeguarded. BBI JU managers take the measures necessary to ensure the completeness and preserve the integrity of the data on which management decisions are taken and reports are issued.

All BBI JU management process and functions concur to these four objectives granting the largest possible preventive, detective and corrective controls in line with the available resources.

In 2021 BBI JU will continue to run its operations by improving the quality level of programme implementation while integrating the corrective actions that were identified in the past.

The main activities that will be performed include the following:

- Report on compliance and effectiveness of internal control in the annual activity report;
- Carry out periodic review of risks at least yearly in the context of preparing the annual work programme;
- Coordinate visits of the European Court of Auditors and of the external auditor of BBI JU accounts;
- Liaise with the auditors of the Internal Audit Service;
- Follow up on the implementation of action plans on audit recommendations and on observations of the discharge authority;
- Ensure a smooth implementation of the findings of the ex post audit strategy and optimise the JU's specific audit efforts based on the analysis of the first ex-post audits and of the specificities of BBI JU beneficiaries.

2.5.1. Financial procedures

In 2021 BBI JU will continue to consolidate and improve its financial procedures in both the administrative and grant management areas, in line with its Manual of Financial Procedures as well as the general EU financial regulatory framework and IT tools used for financial transactions performed by the BBI JU.

On the grants side the majority of transactions will continue to be dealt with via the Horizon 2020 corporate tools - COMPASS/SYGMA, with certain grants-related transactions being performed directly in the EC accounting system ABAC, or completed in ABAC following initiation in other tools (e.g. COMPASS/SYGMA or EMI). Staff (existing as well as newly-recruited where relevant) will continue to be trained adequately to ensure maximum competence in the use of the IT tools as well as the various different transactions which can arise (e.g. grant amendments, the participant guarantee fund mechanism, recoveries).

On the administrative side, the business procedures already in force should ensure high-quality processing, optimal budgetary implementation and accurate accounts. There will be continued monitoring of these procedures to evaluate their efficiency and fine-tune or update them where necessary.

In 2021 the volume of financial transactions will reach its peak particularly on the grants side. The administration and finance unit and the programme unit will continue to collaborate in order to ensure coherent understanding and implementation of the financial rules of Horizon 2020 grants. This will also ensure the speedy and efficient verification and validation of all transactions, both complex and straightforward.

Last year BBI JU updated its procedure on the management of bankruptcies cases. In 2021 it is previewed to reinforce the internal communication and monitoring of this procedure, as along with the maturity of project portfolio, there is an increase on the risk of companies applying for different insolvency procedures.

2.5.2. Ex ante and ex post controls

Ex ante controls:

BBI JU has already adopted a full set of processes and procedures whose regular application in 2020 will continue to provide reasonable assurance that the principles of sound financial management have been applied to each transaction. In particular ex ante controls on operational expenditure will be implemented by BBI JU in line with the adopted Horizon 2020 ex ante control strategy.

In order to implement ex ante controls, desk reviews are performed by BBI JU Programme Office; on top of this reviews on periodic reports will be carried out by external experts and ad-hoc technical reviews can also be launched when deemed necessary. BBI JU will continue to update and develop internal procedures defining the *ex ante* controls to be performed and taking into account risk-based and cost-effectiveness considerations.

In 2021 BBI JU will continue to cooperate with the Fraud and Irregularities in Research (FAIR) Committee of the R&I family as well as with the CAS, in line with the H2020 working arrangements for OLAF cases. Relevant Programme Office staff has received training on fraud detection and prevention; the possibility to deepen the knowledge in this field will continue to be promoted within the learning and development framework of the BBI JU.

For what concerns the prevention of possible double funding, BBI JU will continue to collaborate with EC services and the Research Executive Agency in order to detect at an early stage possible overlapping during the grant agreement preparation, subsequent to the adoption of the ranking list by the Governing Board. Any possible overlapping at the level of topic definition is monitored by EC services responsible for the preparation of relevant work plans. Regarding possible double funding controls during the project implementation, the H2020 grant management tools launches automatically a



double funding and plagiarism check during GAP and the Programme Office implements any appropriate measure in accordance.

Ex post controls:

Ex post controls of operational expenditure will continue to be implemented in line with the Horizon 2020 Audit Strategy. The Horizon 2020 Common Implementation Centre (CIC) of the European Commission developed this audit strategy in cooperation with all its clients (i.e. the entities that implement the Horizon 2020 budget: Services of the European Commission, Executive Agencies and Joint Undertakings).

The main objective of the Audit Strategy is to provide the individual Authorizing Officers with the necessary elements of assurance in a timely manner, thus allowing them to report on the budget expenditure for which they are responsible. Ex-post controls on operational expenditure contribute in particular to:

- assessing the legality and regularity of expenditure on a multi-annual basis;
- providing an indication of the effectiveness of the related ex-ante controls;
- providing the basis for corrective and recovery mechanisms, if necessary.

The Common Audit Service (CAS) of the European Commission is the part of the CIC serving all Horizon 2020 stakeholders in the implementation of the audit strategy. Its mission is to deliver a corporate approach for the audit cycle: audit selection, planning, application of rules, relations with beneficiaries and management information on the audit process.

BBI JU is effectively integrated in this control chain: it participates in the audit process definition and in the monitoring of its implementation in continuous collaboration with CAS and its clients. The main objectives of the cooperation are to align operations and exploit synergies on the common audit effort. The efficiency gains should reduce the audit costs and the administrative burden on auditees, always in line with the specific objectives for ex-post controls explained above.

In 2021, BBI JU will continue to implement the results of the ex post audits on BBI JU beneficiaries and will provide adequate reporting through the budget discharge process.

2.5.3. Audits

The audit environment is an accountability pillar within BBI JU's internal control Framework since it provides reasonable assurance about the state of effectiveness of risk management and control processes and serves as a building block for the annual Declaration of Assurance of the Executive Director.

In 2021, BBI JU will continue to ensure the coordination and support to the audits carried out by the Internal Audit Service (IAS), and the Court of Auditors (ECA) and by the external auditor of BBI JU



accounts. BBI JU will also continue to follow up and confirm the implementation of the relevant recommendations.



3. BUDGET 2021



3.1. Budget information

The draft budget is based partly on the preliminary budget presented in the Fiche Financière as well as the draft budget sent to GB members on 13/11/2020. The main difference with respect to the Fiche Financière is that for DG RTD it reflects the impact of 2020 being the end of the current MFF (i.e. total commitment appropriations - CA - for years 2021 to 2024 shown in 2020), whereas for BBI the CA will continue to be voted and made available on an annual basis until 2024. The only potential updates relate to the amounts of unused budget appropriations from prior years, to be reactivated in the 2021 budget, based on the most recent information available in this respect. The EFTA rate in use is 2.41%.

I STATEMENT OF REVENUE

Heading	Budget 2021 CA (in €)	Budget 2021 PA (in €)	Amended Budget 2020 CA (in €)	Amended Budget 2020 PA (in €)	Amended Budget 2019 CA (in €)	Amended Budget 2019 PA (in €)
EU contribution (excl. third countries contribution/EFTA)	2,253,230	121,899,866	67,604,259	184,010,322	133,608,895	145,833,500
of which Administrative	2,253,230	2,253,230	2,286,218	2,286,218	1,184,579	1,184,579
of which Operational	0	119,646,636	65,318,401	181,724,104	132,424,316	144,648,921
Third countries contribution (including EFTA)¹⁴	54,303	2,937,787	1,929,263	4,517,749	3,479,892	4,199,237
of which Administrative EFTA	54,303	54,303	55,098	55,098	28,193	28,193

¹⁴ The rate used for the EFTA contribution computed on the EU contribution (excl. third countries not attracting EFTA) to the BBI JU administrative and operational expenditure is 2.41 %.

Heading	Budget 2021 CA (in €)	Budget 2021 PA (in €)	Amended Budget 2020 CA (in €)	Amended Budget 2020 PA (in €)	Amended Budget 2019 CA (in €)	Amended Budget 2019 PA (in €)
Of which administrative third countries excluding EFTA	0	0	300,000	300,000	300,000	300,000
of which Operational EFTA ¹⁵	0	2,883,484	1,574,165	4,162,651	3,151,699	3,871,044
Industry (financial) contribution	2,307,533	2,307,533	2,641,316	2,641,316	1,512,772	3,512,772
of which Administrative	2,307,533	2,307,533	2,641,316	2,641,316	1,512,772	1,512,772
of which Operational	0	0	0	0	0	2,000,000
SUB-TOTAL revenues	4,615,066	127,145,186	72,174,838	191,169,387	138,601,559	153,545,509
C2 reactivation of unused appropriations from administrative expenditure¹⁶	600,000	600,000	1,845,181	1,656,594	3,022,640	3,081,421
of which from 2017	0	0	396,000	0	2,564,292	2,781,421
of which from 2018	0	0	1,062,598	1,156,594	458,348	300,000

¹⁵ For 2021 operational PA the total needs are covered by the contribution from the EC including EFTA and an amount of €16.4 million of reactivated unused operational PA from 2019.

¹⁶ Unused budgetary commitment and payment appropriations from prior years' administrative budget, which can be reactivated in the budgets of up to 3 subsequent years following the year of origin, in accordance with the "N+3" rule applicable to Joint Undertakings

Heading	Budget 2021 CA (in €)	Budget 2021 PA (in €)	Amended Budget 2020 CA (in €)	Amended Budget 2020 PA (in €)	Amended Budget 2019 CA (in €)	Amended Budget 2019 PA (in €)
of which from 2019	300,000	600,000	386,583	500,000	0	0
of which from 2020	300,000	0	0	0	0	0
C2 reactivation of unused appropriations from operational expenditure¹⁷	0	46,881,708	37,790,766	28,779,556	0	25,486,657
of which from 2016	0	0	0	0	0	0
of which from 2017	0	0		0	0	0
of which from 2018	0	4,291,956	12,776,650	7,779,556	0	0
of which from 2019	0	42,589,752	24,411,242	21,000,000	0	0
SUB-TOTAL reactivations	600,000	47,481,708	39,635,947	30,436,150	3,022,640	28,568,078
TOTAL REVENUES	5,215,066	174,626,894	111,810,785	221,605,537	141,624,199	182,113,587

¹⁷ Unused budgetary commitment and payment appropriations from prior years' operational budget, which can be reactivated in the budgets of up to 3 subsequent year following the year of origin, in accordance with the "N+3" rule applicable to Joint Undertakings

II STATEMENT OF EXPENDITURE

Title									
Chapter	Heading	Budget 2021 CA (in €)	Budget 2021 PA (in €)	Amended Budget 2020 CA (in €)	Amended Budget 2020 PA (in €)	Amended Budget 2019 executed CA (in €)	% ratio 2019 CA to 2021	Amended Budget 2019 executed PA (in €)	% ratio 2019 PA to 2021
1	Staff Expenditure	3,183,466	3,183,466	3,119,972	3,119,972	2,787,833	88.97%	2,575,348	82.19%
1 1	Staff in active employment	2,705,966	2,705,966	2,692,372	2,692,372	2,454,464	90.71%	2,294,334	84.79%
1 2	Staff recruitment / Miscellaneous expenditure	87,200	87,200	90,000	90,000	10,906	12.51%	5,986	6.86%
1 3	Mission and duty travels	80,000	80,000	80,000	80,000	73,026	91.28%	67,490	84.36%
1 4	Other staff costs (socio-medical structure)	300,300	300,300	247,600	247,600	232,767	93.00%	193,505	77.31%
1 5	Entertainment and representation expenses	10,000	10,000	10,000	10,000	16,670	166.70%	14,033	140.33%
2	Other administrative expenditure	2,031,600	2,031,600	3,058,660	2,662,660	2,770,969	187.03%	2,175,051	146.80%
2 0	Rental of buildings and associated costs	339,500	339,500	325,000	325,000	314,087	92.51%	325,772	95.96%

Title	Heading	Budget 2021 CA (in €)	Budget 2021 PA (in €)	Amended Budget 2020 CA (in €)	Amended Budget 2020 PA (in €)	Amended Budget 2019 executed CA (in €)	% ratio 2019 CA to 2021	Amended Budget 2019 executed PA (in €)	% ratio 2019 PA to 2021
Chapter									
2 1	Administrative information technology	345,000	345,000	254,160	254,160	293,221	99.40%	236,029	80.00%
2 2	Movable property and associated costs	5,000	5,000	5,000	5,000	4,172	83.44%	7,329	146.58%
2 3	Current administrative expenditure	35,000	35,000	23,000	23,000	21,156	60.45%	29,698	85.62%
2 4	Telecommunications and postal charges	19,000	19,000	16,300	16,300	20,225	106.45%	19,181	100.95%
2 5	Expenditure on formal meetings	133,000	133,000	113,000	113,000	43,821	38.78%	43,560	38.55%
2 6	External communication, information, publicity	600,000	600,000	603,417	990,000	733,154	183.29%	174,480	43.62%
2 7	Service contracts	225,000	225,000	461,583	75,000	96,538	128.72%	124,918	166.56%
2 8	Experts contracts and evaluations	0	0	1,096,000	700,000	998,140	N/A	998,140	N/A
2 9	Expert reviewers	330,100	330,100	161,200	161,200	246,455	123.17%	215,944	107.92%

Title	Heading	Budget 2021 CA (in €)	Budget 2021 PA (in €)	Amended Budget 2020 CA (in €)	Amended Budget 2020 PA (in €)	Amended Budget 2019 executed CA (in €)	% ratio 2019 CA to 2021	Amended Budget 2019 executed PA (in €)	% ratio 2019 PA to 2021
Chapter									
	Reactivations of prior year unused administrative budget (include at chapter level)	600,000	600,000	949,181	1,656,594				
3	Operational expenditure,		122,530,120	104,682,972	214,666,311	118,229,683	N/A	133,417,722	100.85%
30	Previous years' calls		122,530,120		185,886,755			133,417,722	100.85%
31	Current year's call (s)			66,892,206	0	118,229,683	N/A		
	Reactivations of prior year unused operational budget		46,881,708	37,790,766	28,779,556				
	TOTAL EXPENDITURE	5,215,066	174,626,894	111,810,785	221,605,537	123,788,485	N/A	138,168,121	90.15%

SUMMARY SCHEDULE OF PAYMENTS

Multiannual estimated payment schedule on the operational budget.

Year	2014	2015	2016	2017	2018	2019	2020	2021
Total awarded grants	Grant amount €44,516,190	Grant amount €176,010,115	Grant amount €182,790,982	Grant amount €85,114,296	Maximum Grant amount €102,881,595	Maximum Grant amount €117,833,733	Maximum Grant amount € 104,682,972	
Pre-financing		€ 17,713,972	€ 61,790,837	€ 62,487,634	€ 34,064,797	€ 82,305,276	€ 72,017,986	€ 73,278,080
Interim payments				€ 21,323,121	€ 44,942,912	€ 47,154,523	€ 67,719,265	€ 54,276,528
Final payments					€ 165,181	€ 3,957,071	€ 9,923,492	€ 21,489,451
				€83,810,755	€ 79,172,890	€133,416,869	€ 149,660,743	€ 149,044,060

Call 2014	2014	2015	2016	2017	2018	2019	2020
Total awarded grants	€ 44,516,190						
Pre-financing		€ 17,713,972					
Interim payments				€ 21,323,121	€ 1,906,954		
Final payments					€ 165,181	€ 2,618,128	€ 788,834

Call 2015.1	2015	2016	2017	2018	2019	2020	2021	2022
Total awarded grants	€ 73,740,644							
Pre-financing		€ 27,609,092						
Interim payments				€ 12,206,499	€ 909,132	€ 6,547,104	€ 7,060,558	
Final payments						€ 2,743,361		€ 16,664,898

Call 2015.2	2015	2016	2017	2018	2019	2020	2021	2022
Total awarded grants	€ 102,269,470							
Pre-financing		€ 34,181,745						
Interim payments				€ 29,082,911	€ 6,600,698	€ 14,973,903	€ 429,515	
Final payments					€ 826,180	€ 5,067,427	€ 8,528,355	€ 2,578,735

Call 2016	2016	2017	2018	2019	2020	2021	2022	2023 to 2025
Total awarded grants	€182,790,982							
Pre-financing		€ 62,487,634						
Interim payments			€ 1,746,548	€ 38,247,167	€ 23,951,044	€ 20,693,043	€ 7,749,879	€ 1,291,928
Final payments				€ 512,766	€ 951,809	€ 9,085,815	€ 13,052,702	€ 3,666,610

Call 2017	2017	2018	2019	2020	2021	2022	2023
Total awarded grants	€ 85,114,296						
Pre-financing		€ 34,064,797					
Interim payments			€ 1,397,526	€ 22,247,213	€ 14,390,938	€ 2,071,394	
Final payments				€ 132,771	€ 2,340,015	€ 6,905,464	€ 1,564,178

Call 2018	2018	2019	2020	2021	2022	2023 to 2025
Total awarded grants	€ 102,881,595					
Pre-financing		€ 82,305,276				
Interim payments				€ 10,093,580		€ 2,661,522
Final payments			€ 239,289	€ 149,870	€ 1,192,405	€ 6,239,653

Call 2019	2019	2020	2021	2022	2023 to 2025
Total awarded grants	€ 117,833,733				
Pre-financing		€ 72,017,986			
Interim payments			€ 1,608,893	€ 22,485,811	€ 10,122,755
Final payments			€ 1,385,396	€ 95,482	€ 10,177,409

Call 2020	2020	2021	2022	2023 to 2027
Total awarded grants	€ 104,682,972			
Pre-financing		€ 73,278,080		
Interim payments			€ 5,234,149	€ 15,702,446
Final payments				€ 10,468,297

3.2. Staff Establishment Plan

Grade	Establishment Plan 2020			Establishment Plan 2021		
	PERM	TA	TOTAL	PERM	TA	TOTAL
AD16						
AD15						
AD14		1			1	
AD13						
AD12		1			1	
AD11		1			1	
AD10						
AD9					2	
AD8		4			3	
AD7		3			2	
AD6						
AD5						
Total AD		10			10	
AST11						
AST10						
AST9						
AST8						
AST7						
AST6						
AST5		1			1	
AST4		1			1	
AST3					1	
AST2		1				
AST1						
Total AST		3			3	



SC6						
SC5						
SC4						
SC3						
SC2						
SC1						
Total SC		0			0	
Overall Total		13			13	

Contract Agents Grade	2020
FGIV	5
FGIII	5
FGII	
FGI	
Total CA	10



4. LIST OF ACRONYMS





AAR	Annual Activity Report
AWP	Annual Work Plan
BBI JU	Bio-based Industries Joint Undertaking
BIC	Bio-based Industries Consortium
CA	Commitment Appropriations
CAS	Common Audit Service
CEN	European Committee for Standardization
CSA	Coordination and Support Action
CSC	Common Support Centre
DEMO	Demonstration Action
EC	European Commission
ECA	European Court of Auditors
EFTA	European Free Trade Association (Iceland, Liechtenstein, Norway, and Switzerland)
EDPS	European Data Protection Supervisor
FP7	European Framework Programme 7 (2007-2013)
FLAG	Flagship Action
FWC	Framework Contract
GB	Governing Board
HR	Human Resources
IA	Innovation Action
IAS	Internal Audit Service
ICF	Internal Control Framework
ICS	Internal Control Standards
IKAA	In Kind Additional Activities
IKOP	In Kind Operational Activities
iPPP	Institutional Public-Private Partnership



KPI	Key Performance Indicator
LCA	Life-Cycle Assessment
LCSA	Life-Cycle Sustainability Assessment
NCPs	National Contact Points
MEP	Member of the European Parliament
MSW	Municipal Solid Waste
PA	Payment Appropriation
PPP	Public-Private Partnership
RIA	Research and Innovation Action
SC	Scientific Committee
SIRA	Strategic Innovation and Research Agenda
SLA	Service Level Agreement
SO	Strategic Orientation
SRG	States Representatives Group
SMEs	Small and medium-sized enterprises
TA	Temporary Agent
TRL	Technology Readiness Level
TTG	Time To Grant
TTI	Time To Inform
TTP	Time To Pay



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