



Strategic Plan 2016-2020*

DG GROW

*The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

Contents

PART 1. Strategic vision for 2016-2020.....	3
A. Mission statement.....	3
B. Operating context	4
C. Strategy.....	10
D. Key performance indicators (KPIs).....	23
PART 2. Organisational management.....	24
A. Human Resource Management	24
B. Financial Management: Internal control and Risk management.....	25
C. Better Regulation (only for DGs managing regulatory acquis)	27
D. Information management aspects.....	28
E. External communication activities	29

PART 1 - Strategic vision for 2016-2020

A. Mission statement

DG GROW works to create opportunities for all – European businesses & citizens.

Every European citizen should benefit from a dynamic and sustainable economy, characterised by a favourable entrepreneurial climate.

Working together at the European level allows us to capture the opportunities and respond to the challenges arising from an increasingly digitalised and rapidly changing world.

A vibrant economy will create ample job opportunities for a well-trained and well-skilled European workforce and offer to the consumer products and services that are safe, affordable, of good quality and produced under environmentally and socially sound conditions.

DG GROW works tirelessly to foster opportunities and welfare for all, allowing citizens, entrepreneurs, small and large businesses as well as their employees to reap the full benefits from a large, integrated and globally competitive single market.

Our aim is to help entrepreneurs with great business ideas obtain the necessary support to start up, grow and thrive. We want to also help them find opportunities for their innovative products and services in the global economy beyond the EU's borders.

DG GROW is a main contributor to two of the Commission's priorities:

1) A new boost for jobs, growth and investment

- facilitating the implementation of the European Fund for Strategic Investments by removing barriers to investment;
- creating a business-friendly environment to help enterprises, in particular Start-ups and SMEs, grow and boost jobs and make full use of all better regulation tools;
- enhancing better access to finance for enterprises, in particular Start-ups and SMEs;
- facilitating access to third country markets, encouraging regulatory convergence and eliminating technical barriers to trade;
- promoting better access to information, assistance, business support and responsible business management in EU enterprises;
- making Europe one of the most entrepreneurial regions in the world and increase EU business competitiveness in the single Market and beyond;
- developing the high potential of space, satellite navigation and earth monitoring, defence, key enabling technologies and clusters in emerging industries;
- managing EU programmes, so that they help promote innovation and competitiveness in Europe: COSME, Horizon 2020 (for innovation in SMEs, raw materials, space research);
- managing EU space programmes (Galileo, EGNOS and Copernicus), so that the space data can benefit companies and citizens alike.

2) A deeper and fairer internal market with a strengthened industrial base

2.1) a deeper and fairer internal market for goods and services through

- creating more opportunities in the single market for EU consumers, professionals and businesses, especially SMEs and start-ups;
- devising smart regulation and policies for a range of industry and service sectors and value chains to create the right framework for enterprises and citizens;
- ensuring easily accessible information and assistance on single market rules and procedures;
- effectively implementing and enforcing EU internal market rules for the benefit of companies and citizens;
- providing easy access to public procurement cross-border;
- ensuring that EU industrial property rights are amenable to SMEs and fit for purpose.

2.2) a modern, innovative and sustainable industrial base in Europe through

- promoting the use of advanced technologies and business models, developing new ecosystems and governance approaches for innovation, and improving the framework conditions for innovation and investment;
- ensuring that regulation, intellectual property rights and public procurement are conducive to innovation;
- ensuring an efficient and effective standardisation system;
- enabling the development of the collaborative economy as an innovative business model.
- helping European businesses and consumers to make the transition to a more circular economy where resources are used in a more sustainable way;
- turning waste into opportunities, creating new markets, boosting competitiveness and innovation and improving the energy efficiency of products;
- contributing to an Integrated Strategy on Research, Innovation and Competitiveness;
- managing the European Innovation Partnership (EIP) on Raw Materials to support innovation and jobs.

DG GROW also significantly contributes to other two of the Commission's priorities:

3) A connected Digital Single Market

- helping remove existing barriers online that make consumers miss out on cross-border opportunities when purchasing goods and services;
- supporting European standards for ICT and improving the quality and affordability of parcel delivery services across the EU;
- contributing with other DGs on various legislative proposals such as the one aiming to the establishment of free flow of data within the Digital Single Market.

4) A stronger global actor

- implementing the European Defence Action Plan.
- contribution to the Foreign Direct Investment initiatives

B. Operating context

1) Competence of the EU and Treaty obligations relevant for DG GROW

The main obligations stemming from the Treaty of the Functioning of the European Union (TFEU), which are relevant for the work of DG GROW are the following:

Internal Market

Article 4(2)(a) stipulates that the single market is a shared competence between the Union and the Member States.

Article 26 sets out that the Union shall adopt measures with the aim of establishing or ensuring the functioning of the internal market, in accordance with the relevant provisions of the Treaties. These include in particular Article 114, according to which the European Parliament and the Council, based on a proposal from the Commission, shall adopt the measures for the approximation of the provisions laid down by law, regulation or administrative action in Member States which have as their object the establishment and functioning of the internal market.

The right to free movement of goods originating in Member States, and of goods from third countries which are in free circulation in the Member States, is one of the fundamental principles of the Treaty (Article 28 TFEU). The prohibition of quantitative restrictions on trade in the internal market are laid down in Articles 28(1) and 30 TFEU as well as Articles 34 and 35 TFEU, and limited by the exceptions in Article 36 TFEU.

The free movement of services is established in Article 56 TFEU, with further guidance in Article 57 – 62 TFEU. Exceptions are found in Articles 51-55 TFEU (common with Freedom of Establishment). The freedom prohibits restrictions on free circulation of services within Member States.

Article 53(1) TFEU provides that the mutual recognition of the diplomas and other qualifications required in each Member State for access to the regulated professions can be used to facilitate freedom of establishment and provision of services.

Article 118 TFEU provides, in the context of the establishment and functioning of the internal market, and acting in accordance with the ordinary legislative procedure, for measures to create European intellectual property rights to provide uniform protection of such rights throughout the Union and for the setting up of centralised Union-wide authorisation, coordination and supervision arrangements.

Competitiveness

Article 173 TFEU stipulates that the Union and the Member States shall ensure that the conditions necessary for the competitiveness of the Union's industry exist and measures to that end are co-ordinated. For that purpose, in accordance with a system of open and competitive markets, their action shall be aimed at:

- speeding up the adjustment of industry to structural changes,
- encouraging an environment favourable to initiative and to the development of undertakings throughout the Union, particularly small and medium-sized undertakings,
- encouraging an environment favourable to cooperation between undertakings,
- fostering better exploitation of the industrial potential of policies of innovation, research and technological development, and

- benchmarking and exchange of good practices are proposed as specific activities undertaken by the Union within its competences.

Space

To promote scientific and technical progress, industrial competitiveness and the implementation of its policies, the Union shall draw up a European space policy, as foreseen in Article 189 TFEU. To this end, it may promote joint initiatives, support research and technological development and coordinate the efforts needed for the exploration and exploitation of space. Also, it shall establish the necessary measures, which may take the form of a European space programme.

Moreover, the systems established under the Galileo and EGNOS programmes are infrastructures set up as trans-European networks, in the meaning of Article 172 TFEU, of which the use extends well beyond the national boundaries of the Member States. The services offered through these systems contribute to a wide range of economic and social activities, including the development of trans-European networks in the areas of transport, telecommunications and energy infrastructures.

Public health

Article 168(4)(c) TFEU stipulates that in order to contribute to the achievements of the general public health objectives of this article of the TFEU, measures shall be adopted setting high standards of quality and safety for devices for medical use.

Tourism

Article 195 TFEU stipulates that the Union shall complement the action of the Member States in the tourism sector, in particular by promoting the competitiveness of Union undertakings in that sector. To that end, Union action shall be aimed at encouraging the creation of a favourable environment for the development of undertakings in this sector; and promoting cooperation between the Member States, particularly by the exchange of good practice.

2) Types of Commission interventions relevant for DG GROW

Regulatory and enforcement actions

DG GROW is responsible for the management of 140 pieces of major legislation like Regulations and Directives in the area of the single market for goods and services. It is responsible for the implementation of this acquis and helping Member States enforce it consistently and effectively. Moreover, DG GROW is responsible for evaluation and development, managing of infringement procedures, preparing implementation plans for legal acts and preventing technical barriers to freedom of movements of goods & trade.

In order to develop a culture of compliance with EU law, DG GROW develops tools for people and companies to have easier access, through a single digital entry point, to information, online administrative procedures and assistance services. The Commission will build on the success of SOLVIT, a free of charge service which provides rapid solutions to people and companies in Europe when they experience difficulties with public administrations while doing business cross-border. The proposed Single Market Information Tool will allow the Commission, in targeted cases, to source defined and readily available data (such as, for example, cost structure, pricing policy or product volumes sold) in cases of serious difficulties with the application of EU legislation. A more strategic approach to the Commission's enforcement actions through prioritizing infringement cases and closer co-operation with Member States to proactively discuss compliance is essential to better apply EU law, and is currently being developed by DG GROW.

In addition, the DG manages the EU standardisation policy in important economic sectors (e.g. construction products, machines, etc.) and leads the inter-institutional process related to the adoption of standardisation requests under Comitology according to the same legal base.

Policy co-ordination activities

In its areas of competence DG GROW co-ordinates policies, such as single market, industry, competitiveness, SMEs, industrial sectors and services, professional qualifications, entrepreneurship, intellectual property rights, public procurement, corporate social responsibility, enterprise innovation policies, space, defence and raw materials.

DG GROW also coordinates single market governance services and tools for the benefit of companies, citizens and public administrations.

DG GROW also provides input for the review of the economic performance of Member States and for the formulation of country specific recommendations in the European Semester, including the Annual Growth Survey. Under the coordination of the Secretariat General, DG GROW is one of the three core DGs of the Economic Semester together with DG ECFIN and EMPL.

Work on international agreements

DG GROW leads industrial policy dialogues and contributes to trade negotiations with Third countries with the aim to improve regulatory convergence and access to markets. It leads trade negotiations on market access for processed agricultural products as well as negotiations in the UN body dealing with industrial property rights (WIPO).

3) Management modes of the spending programmes of DG GROW

From 2014 to 2020, DG Internal Market, Industry, Entrepreneurship and SMEs is responsible for a budget of almost **EUR 16 billion** to implement:

- The [programme for Competitiveness of Enterprises and Small and Medium-sized Enterprises, COSME](#). COSME has a budget of EUR 2.3 billion to help enterprises access finance and markets, to promote entrepreneurship, and to support favourable conditions for business creation and growth.
- The [programme for Research and Innovation, Horizon 2020](#). This programme includes activities for space, raw materials, and innovation in SMEs, with a budget of EUR 2.3 billion.
- The [programme for Satellite Navigation, \(Galileo/EGNOS\)](#) with a budget of EUR 7.1 billion.
- The [programme for Global Earth Observation \(Copernicus\)](#) with a budget of EUR 4.3 billion.

COSME

COSME is the EU programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (SMEs) running from 2014 to 2020 with a planned budget of EUR 2.3 billion. It supports SMEs in four areas:

- Improving access to finance for SMEs in the form of equity and debt;
- Improving access to markets;
- Improving framework conditions for the competitiveness and sustainability of Union enterprises;
- Promoting entrepreneurship and entrepreneurial culture.

COSME funds are managed as follows:

- Financial instruments (loan guarantee and equity): Indirect management, with implementation entrusted towards the European Investment Fund (EIF);
- Grants and tenders: Direct management is assured by the Executive Agency for SMEs (EASME);
- Indirect management with international organisations is also envisaged for certain analytical and benchmarking activities.

Horizon 2020

Horizon 2020 is the biggest ever support programme for research and innovation in the world. The financial envelope is EUR 74.6 billion.

The management of the Horizon 2020 programme is shared among a number of Directorates General. DG Research and Innovation is the coordinating service. The Research Executive Agency (REA) and EASME assure the direct management of the programme for the parts of DG GROW.

DG GROW (co-)manages the following:

Industrial Leadership:

- Innovation in SMEs (50% GROW, 50% RTD). The GROW budget primarily supports the development and provision of innovation related services to SMEs, whereas the RTD budget is dedicated to support SME projects by the EUREKA / Eurostars programme.
- The Programme Committee "Innovation in SME and Access to risk finance" is co-chaired by DG GROW and governs the SME-instrument of Horizon2020 with a total of EUR 2.8 billion.
- Space (100% GROW management – implemented mainly by REA). The aim is to ensure that space will remain accessible to Europe and the full, free and open access to data generated from space. Activities relating to Galileo and EGNOS are implemented under indirect management by the European GNSS Agency (GSA) for support to space applications and security and under indirect management by the European Space Agency (ESA) for support to systems evolutions.

Societal Challenges:

- Raw materials: 79.12% RTD, 20.88% GROW (implemented by EASME). The aim is to ensure the access to natural resources while boosting EU competitiveness.

Galileo

Galileo and EGNOS (European Geostationary Navigation Overlay Service) are the two European satellite navigation programmes.

They cover all the activities needed to define, develop, operate, secure and improve the European satellite navigation systems. Those programmes also aim to maximise the socio-economic benefits of the systems, in particular by promoting the use of the systems and fostering the development of applications and services based on those systems. The budget allocated to the programmes amounts to EUR 7.1 billion for 2014-2020.

Space-based technologies such as EGNOS and Galileo are at the heart of a technological revolution that is creating new markets and is expected to have a positive impact on EU economy. The new generations of high-performance satellite navigation services provide considerable opportunities in a number of fields (e.g. transport, energy, telecommunications etc.) with many new jobs bound up with the expansion of markets.

Indirect management is entrusted to the European Space Agency (ESA) and the European GNSS Agency (GSA).

Copernicus

Copernicus, previously known as GMES (Global Monitoring for Environment and Security), is the programme for the establishment of a European capacity for earth observation. The financial envelope for the period 2014 – 2020 is EUR 4.3 billion (in current economic conditions).

Copernicus uses data from satellites and other sensors to provide timely and reliable added-value information and forecasting to support for example, agriculture and fisheries, land use and urban planning, the fight against forest fires, disaster response, maritime transport or air pollution monitoring, and climate change.

Copernicus is implemented through both direct and indirect management. The indirect management is provided by a range of agencies and bodies, among them:

- the European Space Agency (ESA) and the European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT) for the development of the space component.
- the European Environment Agency (EEA);
- the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (FRONTEX);
- the European Maritime Safety Agency (EMSA);
- the European Union Satellite Centre (SATCEN);
- the European Centre for Medium-Range Weather Forecasts (ECMWF), and
- Mercator Océan.

4) Key Stakeholders

Inside the Commission, DG GROW is in the lead for the Single Market Strategy and co-operates with other relevant services on a number of flagship initiatives such as the Digital Single Market, Energy Union, Circular Economy, Capital Markets Union, the external dimension and climate change policy.

DG GROW is the partner DG for the European Chemicals Agency (ECHA), which is a regulatory agency supporting among others the implementation of the Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) and the Regulation on the Classification, Labelling and Packaging of Substances and Mixtures (CLP).

DG GROW is also supported by the European GNSS Agency (GSA), a regulatory agency, in the implementation of the Galileo and EGNOS programmes.

DG GROW is the partner DG for the Office for Harmonisation in the single market that was renamed the EU IPO office and also acts as the Commission's Observer in the Administrative Council for the European Patent Organisation.

Outside the Commission, DG GROW's main stakeholders are the following:

- the business, trade, and industry organisations, including the Chambers of Trade and Commerce; as well as consumer and patient organisations, environmental organisations, social partners, civil society NGOs; and
- the national, regional and local administrations in the EU, as well as non-EU administrations, and
- the European Space Agency (ESA).

DG GROW is also committed to deepen the inter-institutional cooperation, especially with the Council, the European Parliament, the Committee of Regions and the European Economic and Social Committee as well as with national Parliaments. The DG regularly explores ways to enhance the political dialogue with the other institutions to facilitate the decision making process.

C. Strategy

The aim of DG GROW is to deliver the political priorities of President Juncker based on the Mission Letter to Commissioner Bieńkowska,

DG GROW contributes directly to 4 of the 10 Commission priorities:

- 1) A new boost for jobs, growth and investment
- 2) A connected Digital Single Market
- 3) A deeper and fairer Internal Market with a strengthened industrial base
- 4) A stronger global actor

'A new boost for jobs, growth and investment' serves as an overarching priority for the work of this Directorate-General. This priority is intrinsically interlinked with 'A deeper and fairer internal market with a strengthened industrial base' and with 'A connected Digital Single Market'. Deepening the internal market in goods and services and sustaining the development of a high performing industrial base are essential to boost the competitiveness of the European economic actors and ultimately generate growth and jobs. In addition, DG GROW contributes along with other DGs to priority 4 'A stronger global actor', in particular through the European Defence Action Plan. Again in this case, the major drive of DG GROW is to support the industrial side of the Defence Strategy and ultimately competitiveness for jobs and growth..

DG GROW delivers these priorities by focusing mainly on the following areas of action:

- A) supporting European companies, particularly SMEs, to invest and expand through targeted measures such as access to finance and access to markets. In addition, creating the conditions to allow our industry to exploit the opportunities offered by **space, a highly strategic sector** with a strong potential to develop new technologies and services and compete at global level.
- B) working to deepen the **Internal Market** and foster the opportunities offered by the **Digital Economy** to make it the launch pad for European goods and service companies and industries to thrive in the global economy;
- C) sustaining the development of **a high-performing industrial base and a strong services sector** and the better exploitation of the synergies between the two to ensure that Europe maintains its global leadership in sectors with high-value jobs such as automotive, aeronautics, engineering, chemicals and pharmaceutical industries;
- D) contributing to make Europe a stronger global actor by supporting the development of technologies and capabilities that will sustain the European defence industry into the future.

DG GROW will use a combination of legislative and policy measures and programme funds (COSME, Horizon 2020, Galileo/EGNOS and Copernicus) in each of these areas.

The renewed strategy for deepening the internal market for goods and services is driven mostly by the implementation of the Single Market Strategy adopted in October 2015. In the legislative and policy area this will require extending the principle of mutual recognition, addressing the main obstacles to a fully functioning single market for goods and services and contributing to the work on labour mobility for instance on the free movement of professionals. Programme funds, particularly those from the Internal Market budget line will be used to improve compliance with EU law through developing concrete tools such as IMI, SOLVIT, Single Digital Gateway, continue the Annual Programmes on Standardisation, and exchange good practices with the Member States on retail establishments in Europe.

Raising the profile and importance of **industry** in the economy will require stimulating investment in new technologies, improving the business environment, easing access to markets and to finance, particularly for SMEs. DG GROW will also deliver on the Digital Single Market initiatives in areas like

geo-blocking and parcel delivery to enhance online commerce and ICT standardisation. With the help of Horizon 2020 funds, DG GROW will finance projects which aim at ensuring a secure, sustainable and affordable supply of raw materials. To turn research into innovation and bring it to the markets on a wide European scale, DG GROW will build on the work on research for Key Enabling Technologies (KETs) under Horizon 2020. In order to improve access to the global markets. DG GROW will foster internationalisation opportunities for business via clusters and other intermediaries, notably using the Enterprise Europe Network.

Recognizing the strategic importance of **space** for the EU, DG GROW will focus on the implementation of the Space Strategy adopted in October 2016. This includes investing EUR 11.4 billion over 2014-2020 to develop high quality space projects along 3 main focal points:

- Copernicus, a provider of Earth observation data across the globe, notably to help save lives at sea, improve our response to natural disasters and allow farmers to better manage their crops.
- Galileo, Europe's own global satellite navigation system, in particular for a more accurate and reliable positioning and timing information for autonomous and connected cars, railways, aviation and other sectors.
- The European Geostationary Navigation Overlay Service (EGNOS) to provide safety of life navigation services to aviation, maritime and land-based users over most of Europe.

DG GROW will strive to create/ establish a coherent and stable regulatory framework aiming to setting the conditions for the development of markets for space applications and services and the exploitation of space data by ensuring a strong uptake of Galileo and Copernicus and by exploiting the job-creating potential of space.

DG GROW is responsible for implementing the European Defence Action Plan adopted in November 2016. The first goal is to set up a European Defence Fund to support investment in joint research and the joint development of defence equipment and technologies. The Commission will also support EIB efforts to improve access to funding by the defence supply chains in order to foster investments in SMEs, start-ups, mid-caps and other suppliers to the defence industry. The Commission will strengthen the conditions for an open and competitive defence market in Europe to help companies operate across borders and help Member States get best value for money in their defence procurement. Finally, the Commission will encourage Member States to create more synergies and stronger cooperation in defence procurement in order to avoid duplication of national programmes and match resources to our foreign policy ambitions.

Finally, through the REFIT (= REgulatory FITness) programme DG GROW will play a particular role to deliver on our **better regulation** agenda and will also contribute to the success and effectiveness of the European Semester by identifying new sources of jobs and growth, looking at remaining bottlenecks and necessary action at national and European level.

As far as policy activities are concerned, the delivery of these goals is embedded in the programming cycle of the Commission, in particular in the annual Commission Work Programmes (CWP). In these Programmes the Commission sets the main deliverables for the year to come in line with the 10 Juncker priorities. On the basis of the CWP DGs prepare their Management Plan (MP) for the year to come. This MP includes the concrete deliverables for the coming year in relation to the coming year. The Commission can thus act and react swiftly to new situations while at the same time follow up on the long term priorities. Progress towards the achievement of the deliverables and the priorities is measured every year in the Annual Activity Report (AAR). For DG GROW, like for other DGs, this means that the sequence of delivering the goals in this Strategic Plan depends on the priorities set in the Commission Work Programme.

1) A new boost for jobs, growth and investment (Priority no. 1)

In order to maintain Europe's comparative advantage it is necessary to focus on **investment into innovation to improve competitiveness**. The financing programmes under the responsibility of DG GROW support this approach.

COSME, the EU programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises will use at least 60% of its total funds to implement financial instruments (equity and loan guarantee) via the European Investment Fund to support SME growth investments, including start-ups, which usually have a higher risk profile and consequently can have difficulties to access finance.

The EU Research and Innovation Programme Horizon 2020 supports the full research and innovation cycle. The DG's funds from Horizon 2020 will be used to develop actions to support research in space technology, raw materials and SME and innovation activities. In this last field the main drive will be to develop a range of activities and programmes to help implement the Smart Specialisation strategies and strengthen inter-regional cooperation between clusters, technology centers, companies and other actors along industrial value chains in Europe. This will improve the framework conditions for exploiting the full potential of European technological co-operation.

Industrial investments in the EU are not sufficient to take full advantage of the new industrial revolution, driven by digitalisation, new production processes and servitisation. DG GROW is taking an active role in supporting the Member States reap the benefits of digital platforms and the collaborative economy. DG GROW will work on policy to provide guidance to Member States as part of the Single Market Strategy.

DG GROW encourages Member States to develop a strategic approach to procurement policies, focusing on six priorities: greater uptake of innovative, green and social criteria in awarding public contracts; professionalisation of public buyers; improving access by SMEs to procurement markets in the EU and by EU companies in third countries; increasing transparency, integrity and quality of procurement data; digitisation of procurement processes; and more cooperation among public buyers across the EU.

DG GROW is also responsible for the Trade Secrets Directive. This framework ensures protection against the unlawful misappropriation of trade secrets, which are essential to support investments on innovation.

The European programmes for establishing a European satellite navigation system (Galileo and EGNOS) and the EU programme for developing an earth observation and monitoring system (Copernicus) are supporting technologies for the emerging data markets. DG GROW is setting up the infrastructure and preparing the necessary framework for ensuring the uptake of services offered and the data generated by Galileo, EGNOS and Copernicus, as well as for the continuity and evolution of these programmes.

The development of the two EU space programmes and profound changes in the space industry globally, have led to the need of a **new European Space Strategy** adopted in October 2016. The main objective is to set the strategic vision and key priorities for further developing the space activities in Europe by 2020 and maintaining the EU as a significant space player with a comprehensive, consistent and predictable stand over its space activities. The new European Space Strategy will boost the confidence of the industry and encourage new investments in this strategic sector and in the downstream sectors, for which it provides a range of new opportunities.

Within a month of taking office, on 26 November 2014, the Commission proposed its Investment Plan and the European Fund for Strategic Investments (EFSI) mobilising at least EUR 315 billion in the next three years. The plan is already up and running, starting to counter the decline in investment and driving economic growth.

In this context, the work on improving the business environment and the removal of barriers to investment needs to be accompanied by effort at national level. A preliminary analysis of investment obstacles in each Member State confirms that there is a great deal of diversity across the EU in investment patterns and barriers to investment. In its role as one of the core European Semester DGs, DG GROW sets out through the European Semester Country Reports and Country Specific Recommendations necessary structural reforms at national level to foster investments. The DG therefore contributes to the Third pillar of the EFSI.

DG GROW is also associated to the Circular Economy Package of December 2015. Its main areas of action are: creating new markets (e.g. for organic fertilisers), boost competitiveness, innovation and job creation in the design, manufacturing, use, repair and recycling of products, and in waste management, in particular for construction and demolition waste, so as to turn waste into opportunities.

The European Innovation Partnership (EIP) on Raw Materials, managed by DG GROW, supports innovation and jobs by creating a multi-stakeholder platform to guide EU policy in this area.

DG GROW will work together with other services on an integrated Strategy on Research, Innovation and Competitiveness, which brings together supply, demand and regulatory aspects. This will help to maintain Europe's comparative advantage in low carbon solutions as early mover towards decarbonisation, both in terms of supply and innovation and deployment taking place in Europe.

While the single market and investment in innovation can boost growth, this must be translated into jobs. **Entrepreneurs and SMEs** are the driving force of European economic growth and job creation; 85% of new jobs in the private sector are created by SMEs and more than 4 million new jobs are created each year by newly founded businesses.

Within the Commission, DG GROW will continue to implement the Small Business Act for Europe focusing on the following priority areas: burden reduction, access to finance, access to markets, entrepreneurship promotion and skills development. These areas have been identified via extensive consultations with Member States representatives (SME Envoys Network) and key SMEs stakeholders.

Specifically, DG GROW will develop the following initiatives:

- Cutting red tape

Administrative burden can hinder SMEs to grow and thus to generate jobs. The Commission will continue its Regulatory Fitness (REFIT) programme whereby existing EU legislation is screened to make it simpler and less costly for business and citizens. In order to fully implement the Think Small First principle at EU and national level, DG GROW will continue to promote the systematic use of the SME test in the Commission impact assessment procedures and encourage Member States to do the same. In 2012 only 15 Member States used the SME test while the aim of the Commission is that by 2020 all Member States use it. Also, the DG seeks to ensure that the overall cost of EU regulation to European industries (identified through cumulative costs assessments) does not negatively impact their competitiveness resulting in the loss of investment and jobs.

- Access to finance

Since 2014, DG GROW is implementing the COSME financial instruments to ensure that financing is made available to SMEs across the participating countries, especially those with a higher risk or with a lack of sufficient collateral (including start-ups). The Commission will enable the pooling of the COSME Loan Guarantee Facility (LGF) with resources made available by Member States under the structural funds to increase the overall finance for SMEs. Furthermore, the SME window of the

European Fund for Strategic Investment (EFSI) will allow DG GROW to provide finance to SMEs at a much earlier point in time.

DG GROW will continue to monitor the SME financing market and maintain an active dialogue with stakeholders via targeted campaigns, the Enterprise Europe Network and the access to finance web portal. The DG will screen proposed legislation with a potential impact on SMEs' access to finance, so that finance to SMEs is not compromised. In the context of the Capital Markets Union, DG GROW will contribute developing complementary sources of finance such as crowdfunding and stock markets. Finally, DG GROW will continue analysing the situation of SME access to finance, through the SME Access to Finance Survey together with the European Central Bank.

- Actions to help SMEs grow

The Enterprise Europe Network with its 625 intermediary organisations will continue to provide services for SMEs to increase their competitiveness. These services include policy learning and exchange of good practice at national and regional level. At the end of 2014, 3.1 million SMEs received support services from the Network. Also, the Single Digital Gateway will provide businesses with full access to EU and national information, assistance and e-procedures to facilitate cross-border business.

DG GROW is committed to make the Start-up/Scale-up initiative adopted in November 2016 a success. It includes assessing requirements for start-ups and ways to reduce them or to facilitate compliance. The Commission also put forward a legislative proposal on business insolvency, including early restructuring and second chance, to make sure that entrepreneurs have a second chance. It will aim to further remove administrative burdens to the starting and scaling-up of companies' activities, including through initiatives to facilitate the use of digital technologies and cross-border mergers and divisions. The Commission also plans to make public procurement more accessible to SMEs.

Equipping people with relevant skills drives innovation and competitiveness, thus keeping people in jobs. DG GROW supports the Erasmus for Young Entrepreneurs programme which facilitates the exchange of entrepreneurial experience and cross-border transfer of knowledge.

DG GROW will also encourage the responsible management of EU enterprises and facilitate their sustainable growth and the implementation of the UN Sustainable Development Goals.

The DG will use two indicators to measure progress towards the general objective "A new boost for jobs and growth": a) increase the employment rate across Europe from 69.2 by 2014 to at least 75 percent by 2020, and b) increase the percentage of EU GDP invested in R&D (combined public and private investment) from 2% in 2012 to 3% in 2020.

These targets cannot be achieved by Commission actions alone. Achieving them depends on the evolution of the overall economic cycle, on which individual actors have only limited influence, and on close co-operation and co-ordination between all relevant stakeholders at EU, national and regional level. DG GROW actions, in particular its spending programmes, can significantly contribute to giving boost to jobs and growth by way of supporting investment and innovation either *directly* via financial instruments, the Enterprise Europe Network, cluster initiatives, Erasmus for Entrepreneurs or boosting the role of public procurement as an engine for growth, or *indirectly* by creating and guaranteeing a level playing field at European level (through legislation, SOLVIT, infringements, proposals such as the Single Digital Gateway and other initiatives) and a more business friendly business environment (REFIT, Start-up/Scale up initiative, etc.).

Key aspects of DG GROW's strategy to contribute to this Commission priority are: SMEs, innovation and investment, and space technologies. Consequently, DG GROWs specific goals and indicators are:

a) "To support SME creation and growth", for which three result indicators were chosen to measure progress. All of these put SMEs at centre stage because these are the main creators of jobs in Europe.

Indicator 1 measures the financing mobilised and the number of firms benefiting from debt financing under the COSME programme. The baseline as of 31 December 2013 was EUR 16.1 billion in financing mobilised, reaching 312,000 SMEs under the former Competitiveness and Innovation Framework Programme. The milestone for 2017 is financing mobilised from guarantees ranging from EUR 7 billion to EUR 10.5 billion and the number of firms reached ranging from 108,000 to 161,000 under the current COSME programme. The target for 2020 is financing mobilised from guarantees ranging from EUR 14 billion to EUR 21 billion and number of firms reached ranging from 220,000 to 330,000.

Indicator 2 measures the exchanges and the number of jobs created under the "Erasmus for young entrepreneurs" in the COSME programme. The goal is to achieve 10,000 exchanges by 2020, up from 3,500 over the five years preceding 2015 with a milestone of 5,000 by 2017. These exchanges will lead to new business opportunities and thus create jobs. It has been demonstrated that start-up entrepreneurs having benefitted from the programme achieve a significantly higher "survival" rate than the average. The aim of the programme is to create 3,000 jobs by 2020 up from 1,600 in 2017 with a milestone of 1,300 in 2015.

Finally, indicator 3 measures the number of SMEs receiving support via the Enterprise Europe Network. The Network started from 3,100,000 million SME having received support services in total from 2008 to 2014. As a milestone, in 2017 the number of SME receiving support services should reach 475,000 per year. The final target for 2020 is 500,000 per year.

b) "To support research and innovation related to enterprises". The indicator chosen is the number of patent applications for space research projects under Horizon 2020. This indicator relates to the priority of Horizon 2020, which is to finance projects which aim at products to be sold on the market. As a milestone 40% of the budget is allocated to activities potentially generating patents by 2015. The target for 2020 is 3 patent applications per EUR 10 million funding.

c) "To achieve full capacity for Galileo and Copernicus". The three indicators chosen relate to the number of operational satellites and services for both programmes. These are telling and easy to follow-up indicators. Satellites can only be made operational if the political, technical, organisational and financial infrastructure is efficient and effective. The sequence for Galileo is 4 operational satellites as a baseline for 2013, 12 satellites as a milestone by 2015 and finally 30 satellites by 2020 reaching full capacity. The sequence for Copernicus starts with 1 satellite by 2014, 2 satellites is the milestone for 2015, the target for 2020 being 8 satellites.

2) A connected Digital Single Market (Priority no. 2)

The internet and digital technologies are transforming our world. But existing barriers online mean citizens miss out on goods and services, internet companies and start-ups have their horizons limited, and businesses and governments cannot fully benefit from digital tools. It is essential to make the single market fit for the digital age – tearing down regulatory walls and moving from 28 national markets to a single one. This could contribute EUR 415 billion per year to our economy and create hundreds of thousands of new jobs.

To achieve this, the Commission adopted the Digital Single Market package in 2015, which calls for the implementation of a number of measures over the coming years. DG GROW contributes to its implementation in its area of competence, for example through supporting European standards for ICT and improving the quality and affordability of parcel delivery services across the EU.

To measure progress towards achieving the general objective of "A connected Digital Single Market", the DG has chosen the number of Member States above the value 0.5 in Digital Economy and Society Index (DESI). DESI is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU Member States in digital competitiveness. The closer the value is to 1, the better. In 2014, only half of the Member States achieved that goal, the target for 2020 is to have it for all Member States.

The specific objective chosen is "To increase the total intra-EU parcel flow". The indicator measures the share of outbound parcels. Naturally, this indicator is closely related to e-commerce trade and measures the impact on the Single Market. The baseline in 2014 was 7.6% share of outbound parcels in the total CEP (courier, express and parcel) market to EU and non-EU destinations. The aim is to have an annual increase through 2020.

3) A deeper and fairer Internal Market with a strengthened industrial base (Priority no. 4)

DG GROW is committed to boost the competitiveness of European companies and in particular its industrial sectors, a main driver of the European economy. At the same time it is important to consider that there is an increasing blur between industry and services. Part of the reduction of the weight of industry in GDP in the past is a consequence of the following trend: many industrial companies have outsourced some of their operations (accounting, advisory, financial, etc.) that now appear as "services" whereas before were "industries". New business models will only accelerate this stream. As a consequence, DG GROW will not only aim at boosting the gross value added of EU industry, but also track real value added growth using a wider definition of industry which is more dynamic and more representative of the new economic reality.

The Commission is taking action to unleash the full potential of the Single Market in Europe for the benefit of businesses and consumers. In October 2015, the Commission adopted the Single Market Strategy in order to boost growth. The idea is that citizens, business and public authorities can access goods and services for the best quality and price; that entrepreneurs can innovate and expand thanks also to a modernised Intellectual Property Rights framework; and that retailers find it easy to establish, do business and deliver their products across borders. These initiatives will be implemented in the years to come.

A number of initiatives have already been implemented. One of them is that professionals can now avail of the European Professional Card to offer their services across the EU, currently for five professions which might be extended to others in the future. In addition, the Unitary Patent, once ratified, will simplify the European patents for innovators. The target of the Commission is that 40% of patents granted at the European Patent Office will be Unitary by 2020.

The Single Market Strategy also sets out the opportunities stemming from newly emerging business models, such as in the collaborative economy. The Commission seeks to promote new entrepreneurship opportunities offered by the collaborative economy. To this end, a regulatory environment should be in place that supports the balanced development of the collaborative economy, while protecting public and consumer interests.

Proper implementation and effective enforcement by Member States will be a priority for DG GROW. Before creating new rules, we first need to ensure that existing rules work properly on the ground. The Commission has proposed to take new action to better enforce single market legislation and ensure the new public procurement rules deliver their full potential. The full benefits of the single market, including free movement of products and services, can only be felt by enterprises and consumers if the Commission pursues complaints and infringement cases and tackles all transposition deficits. The Commission will fully exploit existing EU tools such as SOLVIT¹, Your Europe portal² and the Internal Market Information system³ as well as national tools to overcome persisting obstacles in the single market.

Underpinning all these actions, the Commission has made a new start on better regulation. This concerns new and existing regulation. In many cases, one set of EU rules replaces a patchwork of 28

¹ SOLVIT is a service for enterprises and citizens to solve problems with EU rights. By the end of 2015, 2232 real SOLVIT cases were received and 80% were solved.

² At the end of 2015, an average of 12 million visits to the portal was received with a user satisfaction of above 80%.

³ At the end of 2015, over 9.500 exchanges of information between public authorities took place with 90% of users satisfied with the speed of replies.

different national rules, making life easier for citizens and businesses, simplifying the legal framework, reducing regulatory burden across the single market and increasing regulatory predictability. DG GROW has a special role to play in better regulation as it is responsible for 140 Regulations and Directives.

Better Regulation does not mean "deregulation". The DG will continue to legislate in order to create a level playing field for all enterprises in the single market and also to maintain a high strand of social, environmental and consumer protection, which is part of our legal obligations. We will continue to legislate where necessary on services and products in the sectors under the responsibility of the DG, such as automotive, chemicals, cosmetics, medical devices, construction products, machinery, etc.

In line with this approach, the Commission proposed in January 2016 a major overhaul of the EU-type approval framework. The proposal for a regulation on the approval and market surveillance of motor vehicles wants to prevent future cases of non-compliance with harmonized type-approval requirements. It will reinforce the independence and quality of vehicle testing preceding the approval of new vehicle types. Furthermore, it proposes to introduce an effective market surveillance system to control cars already in circulation. The proposed regulation also aims at reinforcing the type approval system with greater European oversight. The proposal is currently being discussed by the legislators.

The Commission also supports the future of the car industry in Europe. The results of the GEAR 2030 High Level Group will be taken up. These results will show the way forward through adapting the EU value chains to new global challenges including new business models, zero emission vehicles, investing in human skills and developing highly automated and connected vehicles.

Standardisation has played a leading role in creating the EU single market. Standards support market-based competition and help ensure the interoperability of complementary products and services. They reduce costs, improve safety, and enhance competition. DG GROW will continue with its active standardisation policy as a way to better regulation and enhance the competitiveness of EU industry. The aim is to replace national standards by European standards.

Trade with third countries will remain an economic driver in the years to come. DG GROW aims to achieve a greater convergence of the rules affecting global business, reducing barriers and costs and making it easier for European companies, especially SMEs, to do business internationally, including participation to public procurement.

Scientific progress in health technology creates new opportunities for improving healthcare. The Commission will foster the innovation capacities of the medical device and in-vitro device industry by further streamlining the EU rules governing them. Action will also be taken to improve the market uptake of sustainable bio-based products supporting an innovative sector which contributes to decarbonising our economy. The Commission will improve the competitiveness of the pharmaceuticals sector and enhance access to medicines for citizens. Finally, the problem of unfair trading practices in the business-to-business food supply chain it is being tackled.

To conclude, it is essential for the credibility of the Commission to properly communicate these initiatives to the public. Communication will be an integral part of the policy making process and will accompany all the above mentioned priority initiatives in the coming years.

Finally, the revamped European Semester, which is giving new importance to business environment, will provide the right mechanism in order to identify key challenges to investment and structural and market reforms at national level. DG GROW will play a larger role in the dialogue with Member States to help them accelerate change in these areas and to boost their attractiveness for investment.

Industry is undergoing a transformation process. The contribution of services to industrial value-added is increasing. Industrial value chains become a more important concept than sectors. Therefore, Europe needs a new holistic approach to industrial policy. The focus of the renewed Industrial policy strategy adopted in September 2017 is on investing in a smart, innovative and sustainable Industry. The main priorities and key actions for strengthening Europe's industrial base includes a deeper and fairer Single Market, upgrading industry for the digital age, building on Europe's leadership in a low-carbon and circular economy, investing in infrastructure and new technologies to drive industrial transformation, supporting industrial innovation on the ground, promoting open and rules-based trade and empowering regions and cities to address challenges. The implementation of the strategy will require a joint commitment from industry as well as all relevant European, national and regional stakeholders.

As far as the general objective of a "deeper and fairer internal market" is concerned, the DG has chosen two indicators to measure progress: a) the increase in the intra-EU trade in goods from a baseline of 20.8 % EU GDP in 2014 and b) the increase in the intra-EU trade in services up from 6.3% EU GDP in 2014. The goal is to achieve an increase until 2020.

The main stakeholders for internal market policy are the EU institutions and the Member States. The regulatory initiatives set out in the Single Market Strategy need to find the approval of the European Parliament and the Council. The Member States play a decisive role when it comes to transposing or implementing the internal market laws. Enterprises and citizens are directly affected by EU laws. Therefore, DG GROW's legal initiatives need to take account of the political circumstances and their impact on citizens. The best way to cope with this is to apply the better regulation requirements for legal proposals, i.e. strong evaluations and impact assessments combined with meaningful public consultations.

The DG chose two specific objectives linked with the internal market general objective:

a) The specific objective "To reduce regulatory restrictions in business services" is measured by the related indicator of actually reducing such restrictions. The target is to reduce restrictions by 2020 by 20% compared with a baseline of 2014. This target is at the very core of the EU internal market policy on services.

b) The specific objective "To create a culture of compliance and smart enforcement" is measured by two indicators: one indicator refers to the duration of infringement procedures in the area of free movement of goods and market surveillance, measuring the efficient management of infringement procedures by Commission and Member States. The target is to achieve 18 months duration by 2020, down from the baseline of 24.4 months in 2014. The other indicator refers to the number of consultation/information regarding the Directive 2015/1535/EC⁴ (formerly 98/34/EC) in the technical barriers to trade notification database measuring awareness of such barriers among stakeholders, with a target of 1.4 million consultations by 2020, up from 0.6 million in 2013.

4) A Stronger Global Actor (Priority no. 9)

Ensuring that the EU is a strong global actor is one of the top ten priorities for this Commission. Europe should be in a position to assume responsibility for its own security and international stability in general. Europe is confronted with rising security challenges at a time when national defence budgets have been shrinking for some years. The situation is made worse by persisting fragmentation of the European Defence markets (80% of national contracts awarded nationally) leading to unnecessary duplication of capabilities and expenditure. Investment in defence R&D has fallen dramatically (around 20% over the last 6 years). This has serious implications for the long-term competitiveness of the sector which depends on innovation.

⁴ Directive (EU) 2015/1535 of 9 September 2015 laying down the procedure for the provision of information in the field of technical regulations and of rules on Information Society Services.

DG GROW is working with the External Action Service, the European Defence Agency and Member States to tackle these issues. It is important that there is a co-ordinated approach, in terms of internal market, industrial policy and research, to support the development of Europe's defence capabilities This is why the Commission adopted in 2016 a European Defence Action Plan .

In addition, the DG is working together with the EEAS to counter hybrid threats. This threat includes a range of conventional and unconventional methods (i.e. diplomatic, military, economic, technological) used by state or non-state actors to exploit vulnerabilities of the European society. The Commission aims at building resilience by addressing potential strategic and critical sectors such as cybersecurity, critical infrastructures (Energy, Transport, Space), protection of the financial system, and protection of public health.

For the general objective of an "A stronger global actor", the specific objective "To achieve closer co-operation in European defence" was selected. The increase in co-operation is best measured by the indicator percentage of collaborative defence equipment procurement expenditure, which was 22.4% in 2010 as a baseline, with two milestones of 22.5 in 2016 and 23.0 in 2018, finally reaching 25% by 2027 (after the first phase of the future EU research programme + 15 full years after transposition of Defence Procurement Directive)

The following tables highlight the link of DG GROW's specific objectives to the relevant general objectives of the Commission. Note that only the most relevant evaluations are indicated, for more information on evaluations see annex 3.

General objective 1: A New Boost for Jobs, Growth and Investment		
Impact indicator 1: Employment rate population aged 20-64		
Source of the data: Eurostat		
Baseline 2014	Interim Milestone	Target (Europe 2020 Strategy)
69.2%	./.	at least 75%
Impact indicator 2: Percentage of EU GDP invested in R&D (combined public and private investment)		
Source of the data: Eurostat		
Baseline 2012	Interim Milestone	Target (Europe 2020 Strategy)
2.01%	./.	3.0%
Specific objective 1.1: To support SME creation and growth		Related to spending programme COSME
Result indicator 1: Financing mobilised and number of firms benefiting from debt financing		
Source of data: EIF (European Investment Fund) reports		
Baseline 2013	Interim Milestone 2017	Target 2020 (target from the COSME legal base)
As of 31 December 2013, EUR 16.1 billion in financing mobilised, reaching 312,000 SMEs (SMEG) ⁵ under the former CIP programme	Financing mobilised from guarantees ranging from EUR 7 billion to EUR 10.5 billion; number of firms reached ranging from 108,000 to 161,000 under the current COSME programme	Financing mobilised from guarantees ranging from EUR 14 billion to EUR 21 billion; number of firms reached ranging from 220,000 to 330,000 under the current COSME programme
Result indicator 2: Exchanges between new and experienced entrepreneurs and resulting creation of companies		
Source of data: EASME internal monitoring and reporting data		
Baseline 2015	Interim Milestone 2017	Target 2020 (target set at DG level)
3.600 exchanges over the last 5 years created around 1.300 jobs	5.500 exchanges by 2017, resulting in the creation of around 1.600 jobs	10.000 exchanges by 2020, resulting in the creation of around 3.000 jobs
Result indicator 3: SME receiving business and innovation support services to increase their competitiveness in the		

⁵ The baseline is from the SME Guarantee Facility under the 2007-2013 Competitiveness and Innovation Programme (CIP)

Single Market and beyond via the Enterprise Europe Network (EEN) Source of data: Enterprise Europe Network implementation reports (EASME)		
Baseline 2014	Interim Milestone 2017	Target 2020
As of 31 December 2014, 3.1 million SME received support services over the period 2008-2014	number of SME receiving support services from the EEN: 475.000 per year	number of SME receiving support services from the EEN: 500.000 per year
Planned evaluations: Interim evaluation of COSME to be finalised by 2018. Evaluation of the Enterprise Europe Network was completed in Q4/2015		
Specific objective 1.2: To support research and innovation related to enterprises		Related to spending programme Horizon 2020
Result indicator: Patent applications in the different enabling and industrial technologies for Space Projects		
Source of data: Internal monitoring		
Baseline	Interim Milestone 2015	Target 2020 (target from the Horizon 2020 legal base)
This indicator is a new approach, therefore no baseline	40% of the budget is allocated to activities potentially generating patents	3 patent applications per EUR 10 million funding
Planned evaluations: Interim evaluation of Horizon 2020 to be finalised by 2016		
Specific objective 1.3: To achieve full capacity for Galileo and Copernicus		Related to spending programmes Galileo and Copernicus
Result indicator 1: Cumulative number of operational satellites under Galileo		
Source of data: Internal monitoring		
Baseline 2013	Interim Milestone 2015	Target 2020 (target from the Galileo legal base)
4	12	30
Result indicator 2: Operational Galileo services		
Source of data: Internal monitoring		
Baseline 2014	Interim Milestone 2016	Target 2020
0	Galileo Initial Open Service Galileo Initial Public Regulated Service Galileo Initial Search and Rescue Service Commercial Service Demonstrator	Full operational capability of all Galileo services
Planned evaluations: Mid-term evaluation of the Galileo programme to be finalised by 2017.		
Result indicator 3: Cumulative number of operational satellites under Copernicus and deployment per year of specific service components		
Source of data: Internal monitoring		
Baseline 2014	Interim Milestone 2015	Target 2020 (target from the Copernicus legal base)
1	2 Services already to operational in 2015 are Emergency Mapping, Early Warning System of Floods, Pan-EU land service, EU local Land service, Global land service, and provision of access to reference data access = 6 components responding to Copernicus Regulation Art 5(1e) and Art 5(1c).	8 Services on Global Hot spots, Border Surveillance, Maritime Surveillance, External Action Service, Early Warning System Forest fires will be added = 5 components operational (2016). Marine Environment, and Atmosphere service to be fully operational (2017). Climate change service to be operational (2019).
Planned evaluations: Mid-term evaluation of the Copernicus programme to be finalised by 2017		

General objective 2: A Connected Digital Single Market

Impact indicator: Number of Member States above the value 0.5 in Digital Economy and Society Index (DESI)⁶

Source of the data: Internal Monitoring

Baseline 2014	Interim Milestones	Target 2020
---------------	--------------------	-------------

⁶ Definition: DESI is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU Member States in digital competitiveness. The closer the value is to 1, the better.

	(2017)	(2019)	(linked to the Digital Single Market Strategy)
13	20	24	28
Specific objective 2.1 : To increase the total intra-EU parcel flow			
Result indicator: : Share of outbound parcels in the total CEP (courier, express and parcel) market to EU and non EU destinations			
Source of data: Data collected from national postal operators			
Baseline 2014	Interim Milestone 2017		Target 2020
7.6%	Annual increase		Annual increase
Planned evaluations: Review of the Co-Regulatory Framework governing cross-border parcel deliveries by 2020			

General objective 4: A Deeper and Fairer Internal Market with a Strengthened Industrial Base		
Impact indicator 1: Gross value added of EU industry in GDP		
Source of the data: Calculation based on EUROSTAT data		
Baseline 2014	Interim Milestone	Target 2020 (the target is confirmed in the Mission Letter to Commissioner Bieńkowska)
17.1%	Annual increase	20%
Impact indicator: Intra-EU trade in goods (% of GDP)		
Source of the data: Eurostat		
Baseline 2014	Interim Milestone	Target 2020
20.8%	./.	Increase
Impact indicator: Intra-EU trade in services (% of GDP)		
Source of the data: Eurostat		
Baseline 2014	Interim Milestone	Target (2020)
6.3%	./.	Increase
Specific objective 4.1: To reduce regulatory restrictions in services and goods		
Result indicator: Degree of regulatory restrictiveness in business services		
Source of data: European Commission assessment (published with Single Market Strategy)		
Baseline 2014	Interim Milestone 2017	Target 2020 (linked to the Single Market Strategy)
	Reduce restrictiveness of national services regulation by 10%	Reduce restrictiveness of national services regulation by 20%
http://ec.europa.eu/growth/single-market/services/economic-analysis/index_en.htm		
Planned evaluations: Update of the 2015 assessment of regulatory barriers in services; 2017; internal assessment		
Specific objective 4.2: To create a culture of compliance and smart		

enforcement		
Result indicator 1: Duration of infringement procedures in key areas under DG GROWTH's responsibility (free movement of goods and market surveillance)		
Source of data: http://ec.europa.eu/internal_market/scoreboard/performance_by_governance_tool/infringements/index_en.htm#maincontentSec2		
Baseline 2014	Interim Milestone 2016	Target 2017 (defined in the Governance Communication, COM(2012)259)
24.4 months on average	21 months on average by end 2016	18 months on average by end 2017
Result indicator 2: Number of consultations/information of the 98/34 and technical barriers to trade (TBT) notifications database measuring awareness among stakeholders		
Source of data: Commission TRIS and TBT databases		
Baseline 2013	Interim Milestone 2016	Target 2020 (target set at DG level)
605.000	Yearly increase of at least 10%, leading to ca. 1 060 000	1 400 000
Planned evaluations: Evaluation of the notification procedure for services by 2016		

General objective 5: A Stronger Global Actor ⁷			
Specific objective 5.1: To achieve closer co-operation in European defence			
Result indicator: Percentage of collaborative defence equipment procurement expenditure			
Source of data: European Defence Agency			
Baseline 2010	Interim Milestones		Target 2027 (after the first phase of the future EU research programme + 15 full years after transposition of Defence Procurement Directive)
	2016	2018	
22.4%	22.5%	23%	Gradual increase leading to over 25%
Planned evaluations: Evaluation of the Directive on intra-community transfers of defence related products (2009/43/EC) by 2016			

⁷ The impact indicators available for this General objective are not relevant for the defence-related policies of DG GROW. As the enhanced co-operation among Member States is at the core of the European Defence Action Plan, progress will be measured by the result indicator on collaborative defence equipment procurement.

D. Key performance indicators (KPIs)

Result indicator: Number of firms benefiting from debt financing Source: EIF (European Investment Fund) reports		
Baseline	Milestone	Target
2013 As of 31 December 2013, EUR 16.1 billion in financing mobilised, reaching 312,000 SMEs (SMEG) ⁸ under the former CIP programme	2017 Financing mobilised from guarantees ranging from EUR 7 billion to EUR 10.5 billion; number of firms reached ranging from 108,000 to 161,000 under the current COSME programme	2020 Financing mobilised from guarantees ranging from EUR 14 billion to EUR 21 billion; number of firms reached ranging from 220,000 to 330,000 under the current COSME programme
Result indicator: Percentage of the DG's primary regulatory acquis covered by retrospective evaluation findings and Fitness Checks not older than five years.		
2014 Between 2010 and 2014, 42 of 140 of the primary regulatory items under the responsibility of DG GROW were covered by evaluations or Fitness checks = 30%	2017 Positive trend compared to baseline	2020 Positive trend compared to interim milestone
Result indicator: Cumulative number of operational satellites (Galileo and Copernicus) Source: Public announcements		
Galileo: 4 in 2013	12 by 2015	30 by 2020
Copernicus: 1 in 2014	2 by 2015	8 by 2020
Result indicator: Duration of infringement procedures in key areas under DG GROWTH's responsibility as defined in the Governance Communication, COM(2012)259 Source: Annual report on the Single Market integration, COM(2013)758		
24.4 months on average by end 2014	21 months on average by end 2016	18 months on average by end 2017
Result indicator relating to Internal Control: Multiannual residual error rates per Activity Based Budgeting (ABB) chapters and/or per distinct control system Sources: DG Growth control results		
2014 Non material residual error rate of all Activity Based Budgeting (ABB) chapters, except the research ABB nr 02.04, which is affected by the residual error rate of FP7 1,6%-3%	2019 Multiannual residual error rate per Activity Based Budgeting (ABB) chapters and/or per distinct control system as close as possible to or below the materiality level, except for research expenditure, where (i) the multiannual residual error for FP7 is expected to remain slightly above the materiality level since DGs cannot greatly extend their controls without adversely affecting the other objectives of the research programme and (ii) the multiannual residual error for H2020 is expected to be within a range of 2-5 % in line with Regulation of the European Parliament and Council establishing Horizon 2020	2020-2022 Multiannual residual error rate at the end of the lifecycle of the expenditure programmes is below the materiality level, except for H2020 where the ultimate aim is to achieve a residual error as close as possible to 2 % at the closure of the multiannual programmes, once the financial impact of all audits, correction and recovery measures have been taken into account.

⁸ The baseline is from the SME Guarantee Facility under the 2007-2013 Competitiveness and Innovation Programme (CIP)

PART 2. Organisational management

A. Human Resource Management

The new Commission offers the opportunity of a new start and a reflexion on how to do things differently in the current context of a reduction of DG GROW's staff by +/- 20% by 2018.

We need to make the best use of the talents of our staff to address the key priorities of this Commission, or in other words, making a more effective use of human resources, working smarter. This leads to cultural changes to ensure greater efficiency and simplified processes. In terms of challenges for the Human Resource (HR) unit of DG GROW, this means a shift from administrative processes to business partnerships to help Units and the DG to achieve their goals by ensuring a proper allocation of human resources and proposing innovative projects to modernise the HR processes in the DG.

In short, for the medium- to long-term perspective, the challenge is to establish a comprehensive, efficient and flexible policy for Human Resources, Talent Management and Career Development, based on the identified profiles of the staff; and putting forward concrete actions to that effect.

DG GROW has fixed 6 objectives in its strategic HR Plan to guide its concrete actions in order to meet this goal presented hereunder.

1. To ensure a balanced allocation of human resources and more collaboration across services
2. To "unlock" the "hidden" potential of our staff and offer career development perspectives
3. To recruit and retain talents
4. To promote a culture of internal mobility and redeployments
5. To develop leadership potential
6. To ensure good working conditions for staff and a good knowledge of their rights and obligations.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Indicator 1: Percentage of female representation in middle management

Source of data:

Baseline (2015) 19%	Target 35% by 2019 <i>Indicate targets for each Directorate-General adopted by the Commission on 15 July 2015 – SEC(2015)336</i>
------------------------	--

Indicator 2: Percentage of staff who feel that the Commission cares about their well-being⁹

Source of data: Commission staff survey

Baseline (2014) 35%	Target 50% by 2019
------------------------	-----------------------

Indicator 3: Staff engagement index

Source of data: Commission staff survey

Baseline (2014) 64)	Target 75 by 2019
------------------------	----------------------

⁹ This indicator may be replaced by a fit@work index on which DG HR is currently working.

B. Financial Management: Internal control and Risk management

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

During 2016-2020, DG GROW intends to reach the targets as in the tables below. They are related to key control objectives set by rigorously applying its **controls strategies** for the expenditure managed in the framework of the **rules and procedures of the European Commission**.

Adequate **risk management** will decrease to the minimum any likelihood of instances of ineffective controls, which might expose the DG to key risks.

To this end, DG GROW will **review annually** the functioning of its control system as a whole and will base its assessment on both management analyses and independent information, e.g. audits.

DG GROW will also **closely monitor** its control system throughout the year via various control mechanisms in place. By following the principle of continuous improvement, any risks affecting the functioning of the internal control system will be addressed accordingly. In addition, management performance will be corroborated by independent assessment, which could provide reasonable assurance on the functioning of the DG control system. To this end, respective audit recommendations for further improvements will be duly addressed.

DG GROW will aim at having a sound internal control system, which is implemented and functions as a whole and as intended so to allow the **policy and control objectives to be achieved** and the related risks to be identified and mitigated

This will allow DG GROW to provide a **reasonable assurance** for the five internal control objectives as defined in the Financial Regulation and for the effective functioning of its internal control system.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Indicator 1: Estimated residual error rate

Multiannual residual error rates per Activity Based Budgeting (ABB) chapters and/or per distinct control system

Source of data: DG GROW control results

Baseline	Target
2014	2020-2022
Non material residual error rate of all Activity Based Budgeting (ABB) chapters, except the research ABB nr 02.04, which is affected by the residual error rate of FP7 1,6%-3%	Multiannual residual error rate at the end of the lifecycle of the expenditure programmes is below the materiality level, except for H2020 where the ultimate aim is to achieve a residual error as close as possible to 2 % at the closure of the multi-annual programmes, once the financial impact of all audits, correction and recovery measures have been taken into account.

Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.

Source of data: DG GROW control results

Baseline	Target
----------	--------

2014	2020
Overall amount at risk is between EUR 5,8 million and EUR 27,7 million, which is between 0,31 % and 1,45 % from the payments executed in 2014	Overall amount at risk is below EUR 52,2 million, which is the 2 % of the average financial programming for 2016-2020 in current prices
Indicator 3: Estimated future corrections	
Source of data: DG GROW control results	
Baseline	Target
2014	2020
Overall future corrections is EUR 26,1 million, which is 1,4 % of the average payments for 2009-2014	Overall corrections implemented to address the overall amount at risk are above EUR 36,6 million, which is 1,4% of the average financial programming for 2016-2020 in current prices

Objective 2: Effective and reliable internal control system in line with <u>sound financial management</u>.	
Indicator 1: conclusion reached on cost effectiveness of controls	
Source of data: DG GROW control results	
Baseline	Target
2014	2020
Positive conclusion reached	Positive overall conclusion reached annually
Indicator 2: Overall cost of control per distinct control system	
Baseline	Target
2014	2020
Overall cost-effectiveness (control costs / budget managed) for - direct management is 5,94 % for grants and 8,80 % for procurements, and for - indirect management is 0,44 % for international organisations, 0,64 % for traditional agencies and 3,23 % specialised Union bodies	Overall cost-effectiveness (control costs / budget managed) is - below 10% for direct management and - below 5% for indirect management.

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.		
Indicator 1: Updated anti-fraud strategy of DG GROW on the basis of the methodology provided by OLAF		
Source of data: DG GROW control results		
Baseline	Interim Milestone	Target
Last update: July 2013	Annually, no past due actions in comparison with the initial implementation deadline as sets in anti-fraud strategy	Update or renewal of the anti-fraud strategy every two or three years, or earlier depending on concrete developments around the specific fraud environment, to which the DG is exposed.

C. Better Regulation (only for DGs managing regulatory acquis)

As a DG managing 140 pieces of primary legislation of the single market, GROW has a special role to play in Better Regulation. The Commission adopted the Better Regulation guidelines in May 2015 to ensure that EU legislation is fit for purpose at minimum cost for enterprises and citizens.

Better Regulation means evidence-based policy making, i.e. new regulatory initiatives must show that they provide the right answer to an existing problem. Therefore, impact assessments for new legislative proposals must be of high quality, which is reflected in indicator 1. The ambition of this Commission is to scrutinize a large part of the regulatory acquis to analyse if the EU laws are still fit for purpose, which is reflected in indicator 2.

Objective: Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.

Indicator 1: Percentage of Impact assessments submitted by DG GROW to the Regulatory Scrutiny Board (RSB) that received a favourable opinion on first submission.

***Explanation:** The opinion of the RSB will take into account the better regulation practices followed for new policy initiatives. Gradual improvement of the percentage of positive opinions on first submission is an indicator of progress made by the DG in applying better regulation practices.*

Source of data: Internal monitoring

Baseline 2015	Interim Milestone 2016	Target 2020
53% = Commission average in 2015, GROW submitted 1 IA, which received negative opinion = 0%	Positive trend compared to DG's 2015 situation.	Positive trend compared to DG's 2016 situation.

Indicator 2: Percentage of the DG's primary regulatory acquis covered by retrospective evaluation findings and Fitness Checks not older than five years.

***Explanation:** Better Regulation principles foresee that regulatory acquis is evaluated at regular intervals. As evaluations help to identify any burdens, implementation problems, and the extent to which objectives have been achieved, the availability of performance feedback is a prerequisite to introduce corrective measures allowing the acquis to stay fit for purpose.*

***Relevance of Indicator 2:** The application of better regulation practices would progressively lead to the stock of legislative acquis covered by regular evaluations to increase.*

Source of data: Internal monitoring

Baseline 2015	Interim Milestone 2016	Target 2020
Between 2010 and 2014, 42 of 140 of the primary regulatory items under the responsibility of DG GROW were covered by evaluations or Fitness checks = 30%	Positive trend compared to baseline	Positive trend compared to interim milestone

D. Information management aspects

DG GROW will continue to improve the information management processes and systems in all areas, notably the "BASIS" platform for the management of the briefing requests, studies and document management. In particular, DG GROW is working on the implementation of a Knowledge Management (KM) capacity in the DG. The preparatory work was carried out in close cooperation with the DGs which have already implemented such a capacity. Pending the identification of the best technical solution and the approval by the management, the setting-up of a KM capacity in GROW could be foreseen in the 1st semester of 2016.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

Indicator 1 (mandatory – data to be provided by DG DIGIT): Percentage of registered documents that are not filed¹⁰ (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)¹¹ statistics*

Baseline 2014	Interim Milestone	Target
1,607 over a total of 46,025 documents registered in 2015 (equals to 3,49%)	./.	0%

Indicator 2 (mandatory - data to be provided by DG DIGIT): Percentage of HAN files readable/accessible by all units in the DG

Source of data: *HAN statistics*

Baseline	Interim Milestone	Target
16,333 files over a total of 17,217 (equals to 94.87%)	./.	98%

Indicator 3 (mandatory data to be provided by DG DIGIT): Percentage of HAN files shared with other DGs

Source of data: *HAN statistics*

Baseline	Interim Milestone	Target
7 files over a total of 17,217 (= 0.04%)		2.0%

Indicator 4: Percentage of units using collaborative tools to manage their activities

Baseline	Interim Milestone	Target
New indicator	2017: 40%	2020: 75%

Indicator 5: Existence and degree of implementation of a documented strategy to harness knowledge of DG staff

Source of data: ...

Baseline	Interim Milestone	Target
Information and Knowledge management strategy (IKM) to be approved by IT Steering Committee in 2016 Q2	IKM is successfully deployed in the DG by 2017.	75-80% of the DG benefits from the IKM infrastructure by 2019

Indicator 6 (optional): Percentage of briefings managed in accordance with a uniform business process and using a common tool (DG GROW uses the BASIS tool)

Source of data: Internal monitoring

Baseline 2015	Interim Milestone	Target
1800 briefings of which 95% were	./.	100%

¹⁰ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

¹¹ Suite of tools designed to implement the [e-Domec policy rules](#).

E. External communication activities

DG GROW is active in a broad range of policies and initiatives that have a direct impact on the life of the citizen, at work, at home or at play. The challenge is to communicate the benefits that arise and counter the caricatures of bent bananas or curvature of cucumbers.

DG GROW encourages people to set up businesses, helps make sure those businesses can grow and works to ensure that regulation does not strangle small businesses. It is responsible for the greater part of the EU body of law which makes sure goods are safe and don't harm the environment and, most importantly, can be traded freely in the Single Market. It has similar responsibilities for services outside the financial sector. In both these areas communication has to be meaningful: our challenge is to carry a message that resonates with people's daily lives; the jobs that are created, the doors that are opened and the risks that are cut. In 2016 and beyond the challenge is to build a single mosaic out of the tesserae of initiatives, to make sense out of all the individual activities forming the COSME programme for SMEs, the rolling out the Single Market Strategy and DG GROWs activities to support economic sectors such as standardisation, simplification (REFIT), support for innovation or prevention of technical barriers.

But this is not everything GROW does. The two space programmes, Galileo and Copernicus, have the potential to deliver huge benefits. But those benefits will only materialise if business and industry come on board and build the products and services that space makes possible. For DG GROW the communication challenge is to build the constituency that will make the space vision a reality.

DG GROW will use a mutually reinforcing matrix of media actions, supporting the spokesperson's service in dealing with press and mainstream media, reaching out directly through social media reinforced by a high-quality internet presence (the result of a root-and-branch rationalisation exercise conducted from 2014 to 2015) and going local both through the Commission's Representations in the Member States and the Enterprise Europe Network, a network of regional business support centres whose local knowledge and contacts give them fast-track access to small businesses.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator 1: Percentage of EU citizens having a positive image of the EU

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM [here](#)*].

Baseline: November 2014

Target: 2020

Total "Positive": 39%

Neutral: 37 %

Total "Negative": 22%

Positive image of the EU ≥ 50%