



Management Plan 2017

DG Regional and Urban Policy



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INTRODUCTION

Overview of REGIO's long-term objectives

REGIO's long-term strategic vision is defined in its Strategic Plan (SP) covering the 2016 to 2020 period. This multiannual document illustrates (i) the DG's main contributions to the Commission objectives; (ii) the strategy put in place in support of the delivery on the Commission's priorities and (iii) DG REGIO's specific objectives which support the delivery of the intended results. The delivery of these objectives will also contribute to the EU Treaty objective of economic, social and territorial cohesion.

As illustrated in REGIO Strategic Plan, the DG's activities contribute in various ways to most of the Commission priorities, by providing a critical mass of funding, as well as by fostering structural reforms notably through the work carried out in the framework of the European Semester, the support it provides to Member States and through the follow-up of ex-ante conditionalities for the 2014-2020 programmes. DG REGIO's contribution is particularly significant for the delivery of five Commission priorities, as illustrated in the mapping below:

RELEVANT EC PRIORITIES (GENERAL OBJECTIVES)	CONTRIBUTION THROUGH FUNDING (SPECIFIC OBJECTIVES)	NON-FINANCIAL CONTRIBUTIONS (EXAC, CSRS, LEVERAGING PUBLIC AND PRIVATE INVESTMENT, ...)
1. Jobs, Growth and Investment	TO1: RTD and innovation TO3: competitiveness of SMEs TO6: protection of environment, resource efficiency/circular economy TO7: sustainable transport TO8: employment and labour mobility TO9: social inclusion TO10: education, skills and lifelong learning TO11: Institutional capacity and effective PA	ExAC on: Research and Innovation/smart specialisation SME/Small Business Act Water, waste and EIA/SEA legislation "Investment Challenges Box"
2. Digital Single Market	TO2: information and communication technologies	ExAC on: Strategic policy framework for digital growth Next generation Network Plans
3. Energy Union and Climate	TO4: shift towards low-carbon economy TO5: climate change adaptation, risk prevention and management TO7: smart energy infrastructure	ExAC on: Smart energy distribution, storage and transmission systems Energy efficiency Cogeneration Renewable energy Risk assessments
4. Internal Market	Support to the development of the Single Market, to the strengthening of European industrial base and to the less developed MS, notably through spending under ESIF thematic objectives 1, 2, 3, 6, 7, 8, 9 and 10 Territorial cooperation Outermost Regions IPA	ExAC on: Public Procurement State Aid Comprehensive plans for transport investments Smart Specialisation Strategies Macroregional Strategies Cross-Border Review
8. Migration	Integration through: TO8: employment and labour mobility TO9: social inclusion TO10: education, skills and lifelong learning Urban Innovative Actions IPA Transfer to EU Trust Fund for Syria	Urban Agenda Support to MS in identifying possible scope for assistance through ERDF

**: Investment Challenges continued to feature prominently in the country reports and have now been mainstreamed into the text of the reports, identifying challenges to investment and areas where corrective measures are needed to improve the effectiveness of public funding.*

This Management Plan (MP) clarifies how REGIO's work throughout 2017 will be conducive to the achievement of the DG's multiannual specific objectives identified in the SP for each of the five priorities above, by identifying the main focus areas for its activities and the main outputs that should be delivered.

REGIO framework for monitoring the DG performance in 2017

In order to ensure a more focused monitoring of the performance expectations set out in this Management Plan, DG Regional and Urban Policy has defined a **more focused set of indicators**, among those included in its 2017 planning document, **which will support the monitoring of the DG performance throughout 2017**.

These indicators are linked to six multiannual priorities and 18 operational priorities for 2017. They are presented in an **overview table provided in Annex 1**.

Since most of DG Regional and Urban Policy's policy objectives are pursued through the implementation of ERDF/CF programmes, which are delivered through shared management, **policy achievements are the result of a combination of factors** – the policy, the quality of implementation by the implementing bodies, the regulatory context, the economic context, etc. - on which the DG has limited control. The identification of annual operational priorities results from a careful analysis of the elements the DG can and seeks to influence in order to create the conditions that are to be the basis of an effective delivery of the policy.

The priorities and targets set in the 2017 Management Plan will be cascaded down at Directorate and Unit level through Unit Management Plans.

PART 1. MAIN OUTPUTS FOR THE YEAR

1. GENERAL OBJECTIVES 1, 2 AND 3: A NEW BOOST FOR JOBS, GROWTH AND INVESTMENT, A CONNECTED DIGITAL SINGLE MARKET, A RESILIENT ENERGY UNION WITH A FORWARD-LOOKING CLIMATE CHANGE POLICY

The DG Regional and Urban Policy contributes to the Commission general objectives 1, 2 and 3 mainly through the funding delivered by the 2014-2020 ERDF/CF programmes in key investment areas, as shown below:

EC General Objectives		REGIO Specific Objectives (delivered through ERDF/CF funding)	Corresponding ERDF/CF thematic objective
1	Jobs, Growth and Investment	RTD and innovation	TO1
		Competitiveness of SMEs	TO3
		Protection of environment, resource efficiency	TO6
		Sustainable transport	TO7
		Employment and labour mobility	TO8
		Social inclusion	TO9
		Education, skills and lifelong learning	TO10
	Institutional capacity and effective PA	TO11	
2	Digital Single Market	Information and communication technologies	TO2
3	Energy Union and Climate	Shift towards low-carbon economy	TO4
		Climate change adaptation, risk prevention and management	TO5

A- To deliver jobs, growth and investment

As the **main EU investment instrument for supporting the delivery of Commission priorities**, Cohesion Policy has become a key part of Europe's economic governance and an increasingly important means of tackling the effects of the crisis in the short term and of enhancing the regions' endogenous potential for development in the medium term. Our interventions will focus on strengthening the basis for economic competitiveness and job creation, particularly in SMEs, thanks to their capacity to adjust to and to address specific national, regional and local contexts, with all levels of governance joining forces to contribute to our shared European objectives. In doing so, they will contribute to the Investment Plan for Europe and complement the European Fund for Strategic Investments (EFSI). This will be done in several ways: by leveraging public and private investment, supporting structural reforms, and improving access to funding. All ESIF investment ultimately targets boosting jobs, growth and investment across Europe, with a focus on the least developed areas. They also contribute to addressing together shared challenges and exploiting common potential via territorial cooperation and the macro-regional strategies.

In order to maximize the annual contribution of DG Regional and Urban Policy to the Commission's goal of creating jobs, growth and leveraging investments, **all our efforts in 2017 will focus on accelerating the implementation of 2014-2020 programmes so that the intended objectives are delivered quickly on the ground.**

This will require embracing **the following main challenges**:

1. Actively supporting and closely supervising programme authorities so as to speed up the implementation of the programmes while ensuring the focus and quality of planned investments. The focus will notably be on ensuring that quality projects are selected at a sustained pace and are translated as swiftly as possible into valuable investments on the ground producing jobs and growth. This will be done notably through the active participation of geographical desks to monitoring committees and review meetings, close review of annual implementation reports and effective monitoring of programme performance throughout the year, with targeted actions directed towards poor-performing programmes. This will also include a close monitoring of outstanding conditionality provisions before official notification of their fulfilment and a specific follow-up of any conditionalities notified by the Member States as unfulfilled. On the basis of a differentiated approach, in certain Member States where there are specific needs, targeted actions (even closer monitoring and follow-up, weekly visits, daily contacts and assistance) are envisaged.
2. Continue to encourage the uptake and effective use of financial instruments by programme authorities to achieve the overall doubling in the use of financial instruments compared with the 2007-2013 period. Assistance to Member States will continue to be delivered notably through the fi-compass, a unique platform for advisory services on financial instruments designed to support managing authorities, EaSI microfinance providers and other interested parties, by providing practical know-how and learning tools. Specific and targeted support to needs arising in certain Member States will also be delivered by project teams. The increased use of such instruments will further enhance the efficiency of our investments in the growth and development of people and businesses across the EU, while ensuring complementarity with the European Fund for Strategic Investments (EFSI). Specific dissemination actions are also foreseen concerning identified ESIF-EFSI projects.
3. Supporting programme authorities as effectively as possible so as to ensure an efficient use of the Funds and of the tools at their disposal. In particular, targeted actions will be directed towards Member States with weaker administrative capacity. Among the main 2017 targets, it is worth mentioning (1) the implementation of Action Plans on public procurement and state aid, (2) the increased capacity of TAIEX REGIO PEER2PEER exchange tool for regional policy experts in Member States, so as to be able to respond to all the MS demands and (3) the rolling out of the lagging Regions Initiative, which will notably identify and implement concrete measures tackling key bottlenecks in pilot lagging regions so as to make cohesion policy work more effectively and deliver better results.
4. Specific efforts will also continue to be deployed to support Member States so that they can make the best use of the tools at their disposal, notably as regards territorial instruments. In particular, the focus will be in 2017 on ensuring that all the approved Integrated Urban Development Strategies start to be actively implemented, contributing to the achievement of the objectives set, and all selected Community Led Local Developments (CLLDs) are set up and start selecting projects. This will allow cities to shift from implementing individual, isolated projects to investing in comprehensive strategies to address their particular urban challenges. It will also enable them to exploit synergies and mitigate externalities between policy fields, thus ensuring a more effective long-term impact on growth and jobs creation.

The main 2017 expected outputs in relation to these areas are illustrated in the table below.

Relevant general objective(s):		
1. A new boost for jobs, growth and investment		
Specific objectives: 1.1 RTD and innovation; 1.2 Competitiveness of SMEs; 1.3 Protection of environment, resource efficiency 1.4 Sustainable transport; 1.5 Employment and labour mobility; 1.6 Social inclusion; 1.7 Education, skills and lifelong learning; 1.8 Institutional capacity and effective PA		Related to spending programme(s) ERDF, CF
Relevant general objective(s):		
2. A Connected Digital Single Market		
Specific objective: 2.1 Information and communication technologies		ERDF, CF
Relevant general objective(s):		
3. A Resilient Energy Union with a Forward-Looking Climate Change Policy		
Specific objectives: 3.1 Shift towards low-carbon economy; 3.2 Climate change adaptation, risk prevention and management		ERDF, CF
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
Support to delivery by Member States of the 2014-2020 programmes' objectives	Ensuring active support, monitoring and follow up of programme implementation	for all operational programmes (OPs), participation to monitoring committees and review meetings, Annual Implementation Reports (AIRs) and performance assessed and appropriate follow up launched for the programme at risks by end 2017 100% of programmes assessed as critical in 2016 not rated as critical in 2017 (combined REGIO/MS responsibility)
	- Timely adoption of Major Projects (MP)	- 100% of MP submitted by end-09/2017 adopted within 3 months (interrupted time not counted)
	Submission of foreseen MPs to the Commission (MS responsibility)	To be defined when MS have updated their forecasts
	Timely adoption of PA/OP modifications	100% adopted on time (interrupted time not counted)
	- Selection of projects on the ground (% allocated to the operations selected for support / total allocation for ERDF and CF for 2014-2020) (MS responsibility)	- At least equal to 40% at end 2017, (baseline: 17.4% at end Sept 2016)
- Financial implementation %	12 % at end 2017 (baseline: 0.7% at end Sept. 2016)	

	<p><i>claimed by MS /overall allocation by Commission for ERDF and CF for 2014-2020 (i.e. interim payments submitted)</i> (MS responsibility)</p>	
	<p><i>Timely fulfilment of ex-ante conditionalities (ExACs)</i> (MS responsibility)</p>	<p><i>100% fulfilment reported by end June 2017, baseline 46% at 15 Dec 2016</i></p>
	<p><i>Follow-up of non-fulfilled ExACs</i></p>	<p><i>Active follow-up of outstanding issues before submission of 2016 AIRs; formal EC reaction within 3 months following the submission of Member States' documentation/AIR</i></p>
<p><i>Uptake of financial instruments and complementarity with EFSI</i></p>	<p><i>fi- compass: Delivery of assistance in accordance with the 2017 work programme</i></p>	<p><i>100% of products agreed for the period delivered</i></p>
	<p><i>Amounts paid to financial instruments</i> (MS responsibility)</p>	<p><i>Public contributions to financial instruments (Target: EUR 5 billion by end 2017)¹</i></p>
	<p><i>Ensure active support for the set-up and implementation of financial instruments in Member States</i></p>	<p><i>For all high-intensity MS action plans delivered</i></p>
	<p><i>Identification of ESIF-EFSI projects</i> (combined responsibility) <i>Dissemination of ESIF-EFSI projects</i></p>	<ul style="list-style-type: none"> - <i>Approval by EFSI governance/EIB Board of 10 new ESIF-EFSI projects</i> - <i>Dissemination of information on ESIF-EFSI projects already identified by mid-2017</i>
<p><i>Support to improving MS' capacity to administer and implement the Funds</i></p>	<p><i>Timely implementation of the administrative capacity initiative</i></p>	<p><i>Public Procurement and State Aid Action Plans implemented according to plan, all valid PEER-2-PEER demands submitted by MS addressed</i></p>
	<p><i>Roll-out of Lagging Regions Initiative</i></p>	<ul style="list-style-type: none"> - <i>Staff Working Document on Lagging Regions by end March 2017</i> - <i>Completion of the pilot phase by June 2017</i> - <i>Concrete set of measures identified to be implemented by MAs of the pilot regions</i>
<p><i>Enhance policy coordination /dissemination of good practices in the area of territorial and urban development</i></p>	<p><i>Number of Integrated Urban Development Strategies (art.7) being implemented</i> (MS responsibility)</p>	<p><i>All by year-end</i></p>
	<p><i>Number of selected Community Led Local Developments (CLLDs) set-up, of which how many with projects already selected</i> (MS responsibility)</p>	<p><i>100%</i></p>
<p>Other important outputs</p>		

¹ Cumulative and aggregated public expenditure paid to financial instruments that is included in payment applications (amounts indicated in column B of Annex 1 of the payment application)

Output	Indicator	Target
Review of the application of Macro-Economic Conditionality (Art.23(6)CPR)	<i>Issuance of report by</i>	3 rd quarter 2017

B- To demonstrate the added value of cohesion policy

The programming period 2014-2020 shifts the focus beyond absorption of funding towards the achievements of results, thanks notably to new regulatory tools aimed at increasing the effectiveness of Funds. This is ensured by targeting resources on key Europe 2020 objectives, introducing stringent requirements for the setting of objectives in programmes, as well as for monitoring and reporting of achievements against the established performance indicators. In addition, closer linkages were created between Cohesion Policy and the EU sound economic governance, in particular through the contribution to the European Semester process.

Following the adoption of quality programmes and the approval of meaningful evaluation plans by programme authorities, **two main strands of work** will contribute throughout 2017 **to maintain the focus on performance:**

1. Positioning Cohesion Policy as a major contributor to shaping EU policies and the delivery of Commission political priorities. To this end, the DG will cooperate with other Commission services so as to ensure that the added-value and impact of the policy, notably in relation to smart and sustainable growth objectives, are duly taken into account and highlighted in priority Commission initiatives. The DG will continue to actively participate in the BFOR initiative, producing input on the harmonisation of concepts and indicators across the ESIF DGs. Active contribution to the European Semester work (country team meetings and drafting of country reports) will also be ensured, as a way of profiling the important role Cohesion Policy plays in addressing country specific recommendations and contributing to structural change in the Member States. This is done through actively positioning Cohesion Policy in the country reports - in the sections on reform priorities, but also the Box on contribution of the budget to structural change, where ESIF feature most prominently. The relevant competence centre is coordinating upstream with the geographical desks to ensure the DG's input is informing on achievements (rather than inputs and financial allocations) and profiles the contribution of ESIF programmes as being part of the solution to challenges identified in the context of the Semester.
2. Ensuring that evidence on the concrete results of Cohesion Policy is produced, collected and disseminated. Following the start of programme implementation, the efforts of the geographical desks and of relevant competence centres will focus on monitoring and assessing the progress against the approved performance indicators. The outcome of the DG's assessment will be reflected in the annual summary report, summarising the content of the annual implementation reports and of available evaluations that will be issued by end 2017. In parallel, the DG will continue its supervisory work in order to ensure that Member States' reported performance information is of adequate quality. Following the definition of a specific audit methodology in agreement with other ESIF DGs in 2016, the first analysis of national audit results reported by audit authorities will be carried out in 2017.

In addition, the DG will ensure that lessons learned from the recent ex-post evaluation exercise concerning 2007-2013 programmes reach a large audience in

all Member States. To this effect, a series of communication activities is foreseen to illustrate Cohesion Policy achievements at a national/regional level.

The ESIF Open Data Platform will also play an important role towards raising awareness and scrutiny of EU financing and its achievements. The platform provides key information on plans and progress in all 533 ESI programmes, also aggregated at EU level, by Member State, by thematic objective and by Fund.

These actions, together with the ESIF Open Data Platform which will continue to raise awareness and scrutiny of EU financing and its achievements, will contribute to the effective supervision and steering of the performance of 2014-2020 programmes, while also ensuring a closer link between the EU and its citizens and a more transparent European Union.

The main 2017 expected outputs in relation to these actions are illustrated in the table below.

Relevant general objective(s):		
1. A new boost for jobs, growth and investment		
Specific objectives: 1.1 RTD and innovation; 1.2 Competitiveness of SMEs; 1.3 Protection of environment, resource efficiency 1.4 Sustainable transport; 1.5 Employment and labour mobility; 1.6 Social inclusion; 1.7 Education, skills and lifelong learning; 1.8 Institutional capacity and effective PA		Related to spending programme(s) ERDF, CF
Relevant general objective(s):		
2. A Connected Digital Single Market		
Specific objective: 2.1 Information and communication technologies		ERDF, CF
Relevant general objective(s):		
3. A Resilient Energy Union with a Forward-Looking Climate Change Policy		
Specific objectives: 3.1 Shift towards low-carbon economy; 3.2 Climate change adaptation, risk prevention and management		ERDF, CF
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
<i>Position Cohesion Policy as major contributor to shaping EU policies and the delivery of Commission political priorities notably within the European Semester</i>	<i>Position smart specialisation as key element of EU research, innovation and industry policy</i>	<i>Adoption in May 2017 of the EC Communication on smart specialisation</i>
	<i>Ensure that the added-value of cohesion policy is highlighted in priority Commission initiatives and their follow-up</i>	<i>References to synergies with ESIF and Cohesion Policy in smart and sustainable growth related policies (incl. Commissioner project teams, mid-term evaluations of directly managed EU programmes, legislative proposals, etc.)</i>
	<i>Contribution to European Semester country reports and Country Specific</i>	<i>Participation in all country team meetings, contribution to the</i>

	<i>Recommendations</i>	<i>Country reports</i>
<i>Provide and report evidence on the results of Cohesion Policy programmes and their effectiveness and added value</i>	<i>Annual summary/strategic report based on AIR and on the synthesis of OP available evaluations</i>	<i>Delivery by end 2017</i>
	<i>Timeliness and quality of AIRs and progress reports</i> (MS responsibility)	<i>AIR and progress reports are submitted on time and are of good quality</i>
	<i>Dissemination of the 2007-2013 ex-post evaluation exercise</i>	<i>Presentation of the results of the exercise to stakeholders through dedicated meetings (at least one per MS)</i>
	<i>Open data platform update</i>	<i>Further additions to include 2014-2020 absorption and datasets for strategic report</i>
	<i>Assessment of the reliability of Member States' systems for the reporting of performance data</i>	<i>Analysis of audit results from audit authorities and 6 audits carried out by REGIO (3 in 2016-2017 and 3 in 2017-2018)</i>

2. GENERAL OBJECTIVE 4 - A DEEPER AND FAIRER INTERNAL MARKET WITH A STRENGTHENED INDUSTRIAL BASE

By supporting the effective implementation of the 2014-2020 programmes by Member States, REGIO will ensure that the funds are conveyed swiftly to regions, sectors and economic actors which constitute the basis of the internal market. In particular, through most of their contributions towards the Commission priority "Jobs, growth and investment", as well as towards the development of the regions lagging behind, the ESI Funds will also help to achieve a deeper and fairer internal market with a solid industrial base.

In this respect, the following two areas are particularly noteworthy:

1. Close monitoring and follow-up of the fulfilment of outstanding conditionality provisions by Member States and supporting of programme authorities to this end. The DG will also ensure that adequate actions are taken so as to encourage Member States to swiftly tackle any unfulfilled conditionalities. This will ensure in the long run greater efficiency of investments and smooth functioning of the Internal Market. In this respect, significant benefits will result from the enforcement of ex-ante conditionalities on public procurement (which is essential to spend taxpayer money efficiently), state aid and transport investments, which will enhance the creation of a real culture of compliance for Single Market rules and foster efficient investments.
2. Finalising by mid-2017 the review and assessment of the designation documents submitted by the Member States on a risk basis. This will ensure that the necessary structures and procedures are in place at national level to support the effective and efficient implementation of the Funds on the ground.

In addition, the DG will continue to focus on a number of areas which will support more specifically territorial cohesion in Europe. The main elements of this territorial approach in 2017 will be the following:

- Supporting the implementation of the four macro regional strategies (MRS, i.e. EU Strategies for the Baltic Sea Region, for the Danube Region, for the Adriatic and Ionian Regions and for the Alpine Region), will continue to be a priority for the DG. These strategies cover a wide range of different EU

policies and aim to coordinate the efforts of various actors in the Region (Member States, neighbouring countries, regions, financing institutions, the EU, pan-Baltic organisations, and non-governmental bodies) in order to promote a more balanced development of the macro region. The monitoring activities will notably include 1 annual forum for each of the strategies and 1 common High Level Group. The overall contribution of 2014-2020 programmes to the implementation of the MRS will also be tracked and monitored in a more analytical way, by identifying the priority axes concretely contributing to their objectives.

- Enhancing policy coordination and dissemination of good practices in the area of territorial and urban development will also continue to be a focus. The main areas of work will be the implementation of the EU Urban Agenda, with the set-up of 8 partnerships, and the Urban Innovative Actions, with the selection of projects for the second call, through which EUR 50 million will be mobilised.
- Analytical work in relation to the Cross Border Review, aimed at reducing the border burden, will be finalised by mid-2017, with the adoption of the relevant communication and the Staff Working Document, containing key recommendations to tackle the remaining obstacles identified. The implementation of the recommendations will start swiftly after that, so as to support and complement the benefits resulting from the investments financed under the Cross-Border Cooperation (CBC) programmes across Europe.

An important component of the territorial approach, going beyond the implementation of ESIF programmes and directly contributing to the Internal Market integration, is the work carried out in relation to Outermost Regions (OR). As part of its coordination role for all Commission actions on this matter, aiming at creating a favourable regulatory and operational environment contributing to more effective integration of the Outermost Regions in the Internal Market as well as in their neighbouring markets, DG Regional and Urban Policy will coordinate the adoption of a renewed EU strategy for the Outermost Regions (planned for September 2017). This document will set the Commission's future orientations for boosting the socio-economic development of the 9 Outermost Regions², taking into account their specificities and the EU priorities. In addition, the DG will also organise the OR Forum in 2017. This event, gathering stakeholders and local representatives from the 3 related Member States (FR; ES; PT) and the EU institutions, will be a key platform for discussion and debate on important issues for the OR (e.g. digital and physical accessibility, blue and green growth, circular economy and energy, etc.).

Further details about the main 2017 expected outputs are presented in the table below.

² i.e. Guadeloupe, French Guiana, Martinique, Mayotte, Reunion, Saint-Martin, the Azores, Madeira and the Canary Islands.

Relevant general objective(s):		
3. A Deeper and Fairer Internal Market with a Strengthened Industrial Base		
Specific objectives: 4.1 Strengthening of Single Market and EU industrial base through spending under TOs 1, 2, 3, 6, 7, 8, 9 and 10; 4.2 Development of regional and local potential through territorial cooperation; 4.3 Adoption and implementation of specific measures in all EU policies for the 9 Outermost Regions; 4.4 Instrument for Pre-Accession assistance (IPA)		Related to spending programme(s) ERDF, CF, IPA
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
Support to delivery by Member States of the 2014-2020 programmes' objectives	Timely fulfilment of ex-ante conditionalities (ExACs) (MS responsibility)	100% fulfilment reported by end June 2017, baseline 46% at 15 December 2016
	Follow-up of non-fulfilled ExACs	Active follow-up of outstanding issues before submission of 2016 AIRs; formal EC reaction within 3 months following the submission of Member States' documentation/AIR
To enhance policy coordination and dissemination of good practices in the area of territorial and urban development	Implementation of Urban Innovative Actions	Selection of projects for the second call amounting to EUR 50 million by end 2017
	Implementation of the EU Urban Agenda	Set up of 8 partnerships with the support of a secretariat
To support the implementation of macro regional strategies	Monitoring implementation of the action plans of 4 on-going macro regional strategies (MRS) i.e. for the Baltic Sea, the Adriatic and Ionian, the Danube and the Alpine Regions	4 Annual fora, 1 High-Level Group meeting by end 2017
To identify and implement measures to address remaining cross-border obstacles	Implementation of the CB Review	Adoption of Communication and accompanying Staff Working Document by end June 2017 Start implementation of key recommendations in the Communication (50% of recommendations under REGIO responsibilities started by end 2017)
Adoption by the College of the 2017 Communication on a renewed strategy for the Outermost Regions.	Timely adoption of the Communication. Review of the measures proposed in the current strategy as outlined in the latest Communication (2012). Set up of partnership groups	September 2017

	<i>involving experts from Commission and the Outermost Regions, on key issues for OR (namely digital accessibility, transport, energy, green growth and circular economy)</i>	
Other important outputs		
Output	Indicator	Target
<i>Holding the 4th Edition of the OR Forum</i>	<i>Successful execution of the 4th edition of the OR Forum</i>	<i>30-31 March 2017</i>

3. GENERAL OBJECTIVE 8 - TOWARDS A NEW POLICY ON MIGRATION

Actions supported by 2014-2020 ERDF programmes will address the needs created by the exceptional flow of migrants to Europe by focusing on support for reception and the effective integration of legal migrants and asylum seekers in the field of employment, social inclusion and education. This will be done in the context of the thematic objectives employment (TO8), social inclusion (TO9) and education (TO10).

While the managing of the related funds is primarily the responsibility of Member States, DG Regional and Urban Policy will continue to work closely with programme authorities in 2017, ensuring a swift processing of programme modifications proposed by Member States for which the challenges are more acute, in order to reinforce measures for migrants.

In addition, in response to the second call of the Urban Innovative Actions (total available amount of EUR 50 million), another wave of innovative projects aiming among others at the inclusion of migrants and refugees will be selected by end 2017. These projects will serve as a lab to identify and test new solutions in cities. Finally, in the context of the Urban Agenda for the EU, the Partnership on inclusion of migrants & refugees will have an Action Plan ready before summer 2017. This Action Plan includes concrete actions leading to better regulation, better funding and better knowledge.

Relevant general objective(s):		
8. Towards a New Policy on Migration		
Specific objective: 8.1 To support Member States in identifying possible scope for assistance towards effective integration policies through ERDF 2014-2020 programmes		Related to spending programme(s) ERDF
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
<i>Production of guidance/supporting documents for Member States highlighting possibilities for supporting effective integration of third country nationals</i>	<i>Guidance / supporting documents produced</i>	<i>1 by end 2017</i>

<i>Support to delivery by Member States of the 2014-2020 programmes' objectives</i>	<i>Timely adoption of PA/OP modifications</i>	<i>100% adopted on time</i>
<i>Selection of projects in response to the second call of the UIAs (EUR 50 million)</i>	<i>Selection</i>	<i>By end 2017</i>

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

DG Regional and Urban Policy stays committed to continuously streamlining its working methods, optimising allocation of its workforce and improving its efficiency by clearly establishing measurable targets and demonstrating results. Significant results were already achieved in recent years. This purpose is notably pursued through a dedicated DG's multiannual priority aiming at improving the performance of internal processes and addressing human resources management, knowledge and information management, IT services and internal performance.

In addition, the DG also devotes particular attention to ensuring sound financial management of the funds and effectiveness of its internal control mechanisms. This objective is pursued through a dedicated multiannual priority addressing sound closure procedures for ERDF and CF assistance and safeguarding of EU funds (assurance in relation to legality and regularity; interruption and suspension of payments in case of deficiencies; completeness, accurateness and reliability of accounts).

These objectives will continue to be pursued throughout 2017. The related performance expectations and corresponding outputs are illustrated in the five sections below.

A. Human resource management

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way that HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) inside DG HR. Each DG will have an HR Business Correspondent (BC), responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

DG REGIO will move to the new way of working in 2017. DG REGIO will be supported by AMC3 which will serve the following group of DGs: CLIMA, CNECT, ENV and REGIO. Definition of HR strategy and priority actions to make progress towards the Strategic Plan targets are the responsibility of the HR Business Correspondent and will continue to be addressed in the DG Management Plan and Annual Activity Report.

DG REGIO is making progress in reaching targets for indicators for well-being and staff engagement set in the 2016-2020 Strategic Plan.

Notably, according to the 2016 Commission staff survey, REGIO staff who feel that the Commission care about their well-being is 38%, thus higher than Commission average of 35% or REGIO's result in 2014 that was 34%.

With regards to the staff engagement index based on 7 results of the Commission staff survey, DG REGIO improved its result from 65% in 2014 to 69% in 2016 (with Commission average of 64% in 2016).

As for the female representation in middle management, REGIO has consistently been a forerunner in the area. Consequently, on 1 September 2016 the female representation at middle management level in REGIO was 38.9 %, thus far above the Commission average of 33.8 %. However, due to the implications of the Commission Decision on middle management staff mobility, as well as REGIO's necessary rationalisation of management positions, the current target³ is not realistically attainable.

In 2017, the Business Correspondent, in cooperation with the Account Management Centre, will focus on the following priority actions:

- Review and update of the workforce planning following the reorganisation of the DG;
- Prepare the training plan 2017 to be delivered in coordination with AMC;
- Review the mechanisms for mobility and implementation of the mobility decisions by AMC and BC;
- Ensure continuation of the wellbeing (Fit @ Work) programme to be delivered in coordination with AMC based on standard trainings and best practices;
- Closely monitor the percentage of female representation in middle management;
- Follow-up on the actions from the Commission staff satisfaction survey 2016.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission 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.

Main outputs in 2017:

Output	Indicator	Target
<i>Workforce Planning exercise</i>	<i>Identification of workforce per priority area</i>	<i>March 2017</i>
	<i>Assessment of staffing situation and implementation of workforce planning exercise</i>	<i>May 2017</i>
<i>Training plan to be developed by the BC</i>	<i>Identification of training needs</i>	<i>March 2017</i>
	<i>Approval of training plan</i>	<i>April 2017</i>
	<i>Rolling out of training plan 2017</i>	<i>According to schedule</i>
<i>Internal mobility</i>	<i>Mechanisms for mobility to be reviewed by the BC and implemented in coordination with the AMC</i>	<i>New mobility policy defined by 1st semester 2017</i> <i>33% of mobile staff</i>

³ 50% by 2019

<i>Follow-up of Commission staff satisfaction survey 2016</i>	<i>Definition of action plan addressing areas of concern identified through the survey</i>	<i>33% of mobile staff</i>
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As indicated above, a specific follow-up will be given to the Commission staff satisfaction survey 2016. To this end, a working group composed of representatives of all REGIO directorates has already been established and is currently performing a detailed analysis of the outcome of the survey. Further to that, specific actions addressing the main areas of concern will be defined and implemented in 2017.

For reference, REGIO's latest state of play as regards its 2020 objectives in the area of human resources management is as follows.

<i>Wellbeing</i>	<i>Percentage of staff who feels that the Commission cares about their wellbeing – Commission staff satisfaction survey</i>	<i>At least equal to the baseline or to the EC average, if higher (baseline 2016 39%, EC average 2016 38%)</i>
<i>Wellbeing (Fit @ Work) programme</i>	<i>To be delivered by AMC based on standard trainings and best practices</i>	<i>At least monthly sessions</i>
<i>Equal opportunities</i>	<i>Percentage of female representation in middle management – DG HR data</i>	<i>33% (lower than the 2016 target, due to the effects of the intra-DG MM mobility)</i>
<i>Staff engagement</i>	<i>Staff engagement index – Commission staff satisfaction survey</i>	<i>At least equal to the EC average, EC average 2016: 69%)</i>

B. Financial Management: Internal control and Risk management

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

In order to minimize legality and regularity risks, DG Regional and Urban Policy will continue to ensure that appropriate preventive and corrective mechanisms are in place as a matter of high priority. Three permanent actions will serve this purpose:

- A policy of timely interruption and suspension of payments, which will safeguard the EU funds while encouraging the Member States to timely adopt appropriate corrective measures in case of significant deficiencies in the management and control systems;
- Maintenance of our audit activities both desk and on-the-spot, with an increased focus on situations at risk. These activities will provide assurance regarding the legality and regularity of expenditures declared to the Commission, while making full use of the single audit approach and ensuring an efficient use of audit resources. These efforts will also facilitate the granting of the discharge from the European Parliament.
- Application of financial corrections, when needed, including new tool of net financial corrections when regulatory conditions are met.

In addition, in 2017, DG Regional and Urban Policy will also focus its efforts on:

- Supporting the preparation of the closure process for 2007-2013 programmes during the first trimester of 2017 and assessment of the closure packages from April on. While continuing to provide guidance and assistance to Member States in view of a smooth closure process⁴, the DG will focus on ensuring timely adoption of the last requests for Major Projects' modifications, thus helping Member States reach their implementation targets.
- Complete the outstanding closure activities of the 2000-2006 period in line with sound financial management, focusing notably on pending Cohesion Fund projects, as well as on the timely processing and closure of open irregularities.

As regards the 2014-2020 programmes, a specific audit approach will be implemented. This will notably entail, on a sample basis, a desk review of the designation packages (system description, audit report, independent audit opinion) for programmes selected using the Commission's risk assessment. In addition, for operational programmes for which the Member State has submitted an interim payment claim together or soon after notification that their system fulfil all the applicable requirements, the DG may decide to rapidly carry out on-the-spot "early preventive system audits" (EPSA audits). These will focus on the effective functioning of the management and control systems at this early stage of implementation, so as to strengthen the assurance provided by the retention of 10% from each Commission interim payment. Furthermore, targeted compliance audits will also be carried out so as to confirm the reliability of the audit work implemented by the audit authorities, once assurance packages will have been assessed.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.		
Main outputs in 2017:		
Output	Indicator	Target
<i>Support to the preparation of closure of 2007-2013 programmes</i>	<i>Timely adoption of Major Projects modifications</i>	<i>80% of modifications adopted on time</i>
	MS responsibility <i>% paid by COM / total EU allocation for 2007-2013</i>	<i>95% ceiling reached for 23 MS; 92% for 4 least performing countries (CZ, IT, RO, SK); 80% for HR by end-2016</i>
	<i>% of the FEI funds delivered to final recipients and as management cost and fees</i> MS responsibility	<i>80% at end 2015, 100% at closure</i>
	<i>% of first assessment of 2007-2013 closure documents. (Target: 100% assessed within 5 months)</i>	
<i>Closure of the 2000-</i>	<i>Closure of all open 2000-</i>	<i>100% at end 2017 excluding</i>

⁴ Due to the different closure timetable applicable, Croatia will be involved in this process in 2018.

<p>2006 CF projects and the remaining open 2000-2006 ERDF programmes and pre-2000 open irregularities</p>	<p>2006 CF projects (Combined responsibility)</p> <p>Processing of open irregularities in 2000-2006 ERDF programmes within 3 months of their notification</p> <p>Closure of pre-2000 open irregularities by end 2017</p>	<p>judicial proceedings or OLAF follow-up</p> <p>100%</p> <p>90% (baseline at end 2016: approximately 1800 cases)</p>
<p>To obtain reasonable assurance that the expenditure declared to the Commission is legal and regular by ensuring that the audit authorities can be relied upon (single audit approach) and by focusing DG resources on identified risks</p>	<p>No. of 2014-2020 OPs for which the Commission has finalised the examination of the designation documents</p> <p>Implementation of the audit plan and desk work</p> <p>Designation packages sent to the Commission (MS responsibility)</p> <p>Combined responsibility % of annual control reports received from audit authorities with opinion and error rate that can be relied upon for the AAR</p> <p>Budgetary discharge for the year 2015</p>	<p>All 52 programmes at risk by Mid-2017 (baseline: 33 out of 52 at mid-December 2016)</p> <p>Assessment on the functioning of the management and control systems provided and reported in the monitoring table for 100% of OPs with available information</p> <p>100% by June 2017</p> <p>95% for 2014-2020</p> <p>Budgetary discharge obtained</p>
<p>To obtain complete, accurate and true accounts for the accounting year</p>	<p>% of 2014-2020 programmes informed about the ability of the Commission to accept the annual accounts</p>	<p>100% by end-May 2017</p>
<p>To safeguard EU funds through a rigorous policy on interruption and suspension of payments</p>	<p>Timely issuance of initial interruption letters</p> <p>Timely issuance of pre-suspension letters</p> <p>% of the AAR 2016 reservations cases lifted MS responsibility</p>	<p>80% within 2 months of discovery of issue</p> <p>80% within 4 months of discovery of issue</p> <p>50% by end 2017</p>

Objective 2: Effective and reliable internal control system in line with sound financial management

REGIO key priority for 2017 in this area will be to implement the new internal control framework which is expected to be adopted by the Commission early 2017 based on the COSO framework, in line with the corporate guidance.

This should help ensure a more flexible internal control architecture reflecting the DG's specific challenges and risks, as well as a strengthened internal control function.

In addition, specific work will be carried out in 2017 by REGIO auditors in order to define and implement an audit methodology for assessing the reliability of Member States' systems for reporting performance data. While initially planned for 2016, this work had to be postponed due to the delays in the implementation of the 2014-2020 programmes. This will address a crucial component of the result orientation of the new programmes, allowing the DG to monitor more effectively the performance of the funds.

Objective 2: Effective and reliable internal control system in line with sound financial management.		
Main outputs in 2017:		
Output	Indicator	Target
<i>Control efficiency</i>	<i>% of Commission payments on time</i>	<i>80% (taking into account cash flow and budgetary constraints)</i>
<i>Reliability of Member States' systems for reporting performance data</i>	<i>Thematic audits on the reliability of Member States' systems for the reporting of performance data</i>	<i>Analysis of audit results from audit authorities and 6 audits carried out by REGIO</i>
<i>Adaptation of internal control framework to COSO</i>	<i>Assessment of REGIO internal control in line with the corporate guidance</i>	<i>By end 2017</i>

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 correction of fraud.

As regards the minimization of the fraud risks, in 2017 REGIO will concentrate its efforts on:

- Qualitative analyses of Member States' fraud risk assessments and related anti-fraud measures with the aim to identify Member States, regions or programmes which are particularly vulnerable to fraud and/or where national authorities are not taking sufficient action to mitigate risks through **reinforced management and control systems;**
- Increasing the use by Member States of **IT tools** (such as ARACHNE) **to prevent and detect potential fraud.**

It will also ensure the dissemination of information on fraud prevention and detection within the DG and to Member States' authorities through e.g. the provision of guidance, training and best practises as well as efficient and timely follow-up of and reporting on OLAF's final reports.

The results of the analysis of the Member States' regulatory fraud risk assessments and the related anti-fraud measures will be used to review the action plan of the JAFS 2015-2020 as necessary. Audits on the proportionality and effectiveness of the anti-fraud measures and strategies will be carried out by audit authorities. The Commission services intend to assess the available results and carry out complementary audits where necessary.

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.

Main outputs in 2017:

Output	Indicator	Target
<i>REGIO assessment of managing authorities' compliance with the requirement under Article 125(4) c CPR for putting in place effective and proportionate anti-fraud measures, taking into account the risks identified</i>	<i>Examination of compliance for risky OPs</i>	<i>30 OPs examined by end 2017 (outsourced)</i>
<i>Awareness raising on fraud issues</i>	<i>Trainings delivered to REGIO Staff</i>	<i>100% of newcomers to REGIO trained in fraud awareness raising</i>

C. Better Regulation

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Part 1 under the relevant specific objective. They are presented in the tables under the headings "All new initiatives and REFIT initiatives from the Commission Work Programme" and "other important items".

D. Information management aspects

As regards knowledge management, the progress in DG REGIO is also steady. In 2016, the new main pillars have been opened (namely the Geographical and Thematic pillars), a Briefing Handbook for the Commissioner is produced monthly and the Hand-Over to the new General Director has been produced collaboratively in the RegioWiki. Preparation work for the Internal pillar, which is the last pillar to be opened, has taken place within the context of the transversal "Project Team". The usage of RegioWiki is increasing steadily as well. Ten DGs have now access to the regulatory pillar of the RegioWiki and a specific module has been developed for the Member States Authorities and main stakeholders in the Member States.

For 2017, the objective is to enrich the RegioWiki even more, by opening the Internal Pillar and by implementing the proposals put forward by the Project Team on "maximising the value of the Geographic pillar" (e.g. a newly designed Country Page, more automated reports, guidance, etc.). In terms of usage, 2017 is a considered a pivot year, whereby it is expected that a large number of REGIO staff is using RegioWiki on a regular basis to find the information they need and new needs, new ways of self-appropriation of the tool will merge. In terms of access, it is expected that in 2017 the RegioWiki will be opened to all Commission staff. The DG is making very good progress towards reaching the targets set in the 2016-2020 SP in relation to information management.

In addition, it is also to be noted that a new Information Management Steering Board has been created by the Commission to oversee the implementation of the corporate strategy in this area, to ensure coherence in this action and to prioritise

them. The Director General of REGIO has been appointed as a member of the Board and DG REGIO will therefore contribute actively to the implementation of this strategy in 2017, notably sharing with other services its experience resulting from its front-running project launched in 2013.

With respect to document management, the implementation of the Archival action plans is well underway, with most units complying with their obligations. The Board of Directors should take a decision in the first half of 2017 on which files should be shared with the entire Commission. The DMO team will then ensure that the decision is rapidly implemented by modifying access rights accordingly.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.		
Main outputs in 2017:		
Output	Indicator	Target
<i>Filing of documents created by DG REGIO</i>	<i>Number of non-filed documents</i>	<i>Less than 1%</i>
<i>Closure of all electronic and paper files that should be closed with special focus on 2000-2006 OP's.</i>	<i>Answers from all CF units on all files</i>	<i>100% of files that should be closed are closed and their physical location identified.</i>
<i>Follow-up of paper archival action plan</i>	<i>Yearly, all paper files are listed and prepared for transfer to HAS.</i>	<i>100% of closed paper files are either transferred or prepared.</i>
<i>Adaptation to new collaborative working methods/Creating a culture of knowledge sharing and learning.</i>	<i>Information campaigns; training on sharing information.</i>	<i>Information campaign launched before the end 2017, training/information sessions prepared addressed to all staff</i>
<i>To comply with College requirements on sharing information</i>	<i>Present a proposal to the board of directors for decision on files to be shared Commission-wide</i>	<i>Proposal approved before Summer 2017 with a prospective of nearly 100% of all files excluding HR, Audit, contracts, and sensitive issues.</i>
<i>Contribution by DG REGIO (DMO) to Information Management Team</i>	<i>DG REGIO participation in the Information Management Team</i>	<i>Be included in the IMT, participation in all meetings</i>
<i>Improvement of internal communication and collaborative working methods</i>	<i>WIKI fully operational and actively used</i>	<i>Steady increase of usage throughout the year (baseline: 480 users at end-Nov 2016) Roll out of internal pillar and streamlining of geographical pillar 1 users' survey by end 2017</i>

E. External communication activities

With a budget of EUR 454 billion for 2014-2020, the European Structural and Investment Funds (ESI Funds) are a key component of the Commission's drive to fulfil its first political priority of investing in jobs and growth. In reality Cohesion policy contributes to 7 out of 10 Commission political priorities. Corporate

Communication campaign on "Invest EU" will use REGIO's TA contribution to highlight the achievements reached on the ground thanks to Cohesion policy support. Furthermore the reform for 2014-2020 has made the Funds resolutely performance-oriented.

Communication efforts in 2017 will aim to take this message to the national and regional level, in respect of the "shared management principle". Actions will include the EU-wide campaign Europe in My Region in May, the production of communication materials tailored to the context in each Member State, "going local" workshops on communicating ESI Funds in several countries, outreach to regional and local media including TV channels, as well as "town hall" style meetings involving citizens, stakeholders and the Commissioner during her missions to priority Member States.

REGIO will continue to cooperate closely with DG COMM, the "Communication Network" and the "Corporate Communication Steering Committee", in order to ensure that corporate communication actions reflect the important contribution of ESI Funds to growth and jobs priority and the complementarity of ESI Funds with the Investment Plan for Europe. DG REGIO will collaborate with DG COMM, DG DGT and the ESIF DGs to enhance the visibility of our policy on the new corporate Europa website.

DG REGIO will again contribute to the EU Budget for Results initiative, including input to the conference organised by DG BUDG [last quarter of 2017]. The ESI Funds Open Data platform will be further enriched with fresh national data in order to spread information and encourage debate on the performance of the 2014-2020 programmes. The 2017 edition of the RegioStars will again recognise the achievements of innovative EU funded projects with a new category targeting female entrepreneurship.

The themes chosen for the European Week of Regions and Cities (9-12 October 2017) will focus on Globalisation, Implementation of Cohesion policy and post 2020 discussions. This will represent an important opportunity for dialogue between the Commission, regions and cities on the delivery of the Commission's political priorities.

In the field of international relations, 2017 work programme includes a new International Urban Cooperation Programme (budget EUR 20 million) that will include urban cooperation platforms with China, India, Japan, Latin America and North America, as well as cooperation on regional innovation with Latin America; the further implementation of two preparatory actions (PA) from the European Parliament, including in particular the INNOVACT project (EU-CELAC platform on innovation to promote territorial cohesion) and four city-to-city cooperation platforms under the PA World Cities, as well as continued dialogues based on the written agreements between DG REGIO and 13 third countries.

Internally the Communication unit will contribute to the promotion and spreading of the debate on the future shape and content of the policy after 2020 and will support the effort to create a new narrative for the policy.

The main communication outputs planned for 2017 are illustrated below.

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.

Main outputs in 2017:

Output	Indicator	Target
<i>RUP Forum (30-31 March):</i>	<i>N° participants Media reach</i>	<i>500 >500,000</i>
<i>Smart Specialisation Forum (June, date tbc)</i>	<i>N° participants Media reach</i>	<i>600 >1 million</i>
<i>Cohesion Forum (26-27 June)</i>	<i>N° participants Media reach</i>	<i>600 >1 million</i>
<i>Europe in My Region "campaign" (Europe-wide, May)</i>	<i>N° participating countries N° projects open to visits N° visitors of the projects N° members of the College visiting projects Media reach</i>	<i>>20 >2,500 >400,000 >5 >3 million</i>
<i>Europe in My Region photo competition (May-July)</i>	<i>N° photos submitted N° votes cast Visits to competition app/site</i>	<i>>800 >5,000 >50,000</i>
<i>Macro Regional Strategies</i>	<i>N° participants N° journalists attending Media reach</i>	<i>Tbc Tbc Tbc</i>
<i>Communication on easing border obstacles</i>	<i>N° participants N° journalists</i>	<i>200 25</i>
<i>European Week of Regions and Cities (Brussels, 9-12 October)</i>	<i>N° participants N° journalists attending Media reach</i>	<i>>5,500 >200 >5 million</i>
<i>RegioStars Awards (Brussels, October)</i>	<i>N° of submitted projects N° participants Awards ceremony N° views of videos (winning projects) Media reach</i>	<i>>120 >1,500 >300,000 >1 million</i>
<i>Cities Forum</i>	<i>N° participants N° journalists attending Media reach</i>	<i>Tbc Tbc Tbc</i>
<i>Euronews – Real Economy (12 Episodes) (DG ECFIN, EMPL, REGIO)</i>	<i>Reached Audience Social media reach</i>	<i>>5 million 6,5 million</i>
<i>About 25 printed publications (incl. 4 issues of Panorama magazine and the Cohesion Report 2017)</i>	<i>Number of contributions from the stakeholders (for panorama, for each issue) Number of subscribers</i>	<i>>6 >30,000</i>
<i>Regio Flash</i>	<i>Number of Flash sent Number of subscribers</i>	<i>>50 >30,000</i>
<i>Social media activities</i>	<i>Reach:</i>	<i>190 million 56,000 followers on Twitter</i>

		160 million 7,500 fans on Facebook
		YouTube: 130 million Yammer: 2,500 members InfoRegio: 1.5 million visitors
	Downloads:	200,000
	Going local seminars:	
	N. of countries	4
	N. of participants	>300

In line with applicable reporting and transparency requirements, an estimate of REGIO's overall communication spending for 2017 is provided below.

Annual communication spending:	
Baseline (2016)	Estimated commitments (2017)
REGIO communication actions: EUR 6.4 million	REGIO communication actions: EUR 6.7 million
Contribution to corporate communication: EUR 6.5 million	Contribution to corporate communication: EUR 6.7 million

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

Enhancing efficient implementation of the Funds through the introduction of measures simplifying the use of the ESI Funds for beneficiaries

The Commission adopted in September 2016 the mid-term review of the MFF. This also included an ambitious package to further strengthen measures to simplify the use of the ESI Funds for the beneficiaries. The Commission proposals take into account recommendations made by the High-level Group on Simplification, which was set up last year.

In 2017 DG Regional and Urban Policy will be working closely with the Council and the European Parliament in order to allow for a smooth processing and adoption of the file, so that the simplification elements can yield their benefits as soon as possible. Further to the entry into force of the new provisions, the DG will also accompany Member States so as to encourage a large uptake of the new provisions and maximise their simplification potential.

The changes are very much in line with the orientations of the Budget Focused on Results initiative, and can be grouped under the headings of reducing administrative burden for beneficiaries, improving synergies with other EU instruments, streamlining financial instruments and increasing flexibility. In addition, the proposals include simplification for revenue-generating operations and major projects as well as a number of other changes with a view to clarify rules and increase legal certainty.

Altogether these proposals constitute an ambitious package of changes which can have a real impact in reducing administrative burden, removing bottlenecks and putting the focus on achieving results.

Actions aiming at increasing the efficiency of internal processes

In order to explore possible ways of enhancing the effectiveness and efficiency of its technical assistance (TA) delivery process, DG Regional and Urban Policy has launched a study in 2016. The work carried out in this framework allowed notably (1) mapping the current system for delivering TA within DG REGIO (including the resource intensity of key processes); (2) assessing its effectiveness and efficiency; (3) identifying alternative options for delivering TA and (4) assessing their potential impact in terms of effectiveness, efficiency as well as their potential impact on assurance.

The findings resulting from this work led to the decision to reorganize DG REGIO's TA delivery mechanisms. This will notably entail the creation of a new TA Management cell, which will be in charge of carrying out tendering and contracting tasks for all operational units using TA, providing support for the effective implementation of TA actions, actively promoting TA possibilities to maximise effective use of funds available. This will also further enhance the DG's strategic approach to the use of TA, thanks to strengthened monitoring and reporting on the concrete results stemming from the actions implemented, while also streamlining internal resources devoted to the concerned processes. In line with DG REGIO's senior management decision, the new TA Cell is expected to be fully operational by July 2017.

ANNEXES TO THE MANAGEMENT PLAN

Annex 1. Dashboard supporting the monitoring of 2017 objectives

Multiannual priorities	Priority Objectives 2017	Main Indicators and Targets 2017	
		REGIO responsibility ⁵	REGIO supervision (Combined or Member State responsibility) ⁶
<p>1. To deliver jobs, growth and investment</p>	<p>1.1 To support the delivery by Member States of the 2014-2020 programmes' objectives ensuring quality of cohesion policy investment</p>	<p>1. Ensure active support, monitoring and follow up of programme implementation. (Target: for all operational programmes (OPs), participation to monitoring committees and review meetings, Annual Implementation Reports (AIRs) and performance assessed and appropriate follow up launched for the programme at risks by end 2017) <i>(detailed reporting to be done via implementation report)</i></p> <p>2. REGIO: 100 % of Major Projects submitted by end-September 2017 adopted within 3 months (Interrupted time not counted)</p> <p>3. 100% of Partnership Agreements (PAs)/OP modifications adopted on time (interrupted time not counted)</p>	<p>Combined</p> <p>40. 100% of programmes assessed as critical in 2016 not rated as critical in 2017.</p> <p>MS</p> <p>41. a. % allocated to the operations selected for support / total allocation for ERDF and CF for 2014-2020. (Target: At least equal to 40% at end 2017, (baseline: 17.4% at end 2016))</p> <p>41. b. % claimed by Member States (MS) /overall allocation by Commission for ERDF and CF for 2014-2020 (i.e. interim payments submitted). (Target: 12% at end 2017 (baseline: 0.7% at end Sept 2016))</p> <p>42. Number of foreseen major projects submitted to the Commission. (Target: <i>to be defined when MS have updated their forecasts</i> (Member State))</p>

⁵ Responsibility for the delivery of target results lies with DG REGIO

⁶ Responsibility for the delivery of target results lies with Member States (REGIO only having supervisory role) or is combined between DG REGIO and MS

Multiannual priorities	Priority Objectives 2017	Main Indicators and Targets 2017	
		4. Follow-up of non-fulfilled ex-ante conditionalities (ExACs). (Target: Active follow-up of outstanding issues before submission of 2016 AIRs; formal EC reaction within 3 months following the submission of Member States' documentation/AIR)	43. All ExACs fulfilled (Target: 100% fulfilment reported by end June 2017, baseline 46% at 15 Dec 2016)
	1.2 To encourage the uptake of financial instruments and promote complementarity with EFSI	5. Ensure active support for the set-up and implementation of financial instruments in Member States. (Target: for all high-intensity MS action plans delivered) 6. fi-compass: Delivery of assistance in accordance with the work programme 2017. (Target: 100% of products agreed for the respective period delivered) 7. Dissemination of information on ESIF-EFSI projects already identified. (Target: by mid-2017)	MS 44. a. Public contributions to financial instruments (Target: EUR 5 billion by end 2017) ⁷ 44. b. Identification of ESIF-EFSI projects in all MS. (Target: approval by EFSI governance/EIB Board of 10 new ESIF-EFSI projects)
	1.3 Specific support to improving Member States capacity to administer and implement the Funds	8. Timely implementation of the administrative capacity initiative. (Target: Public Procurement and State Aid Action Plans implemented according to plan, all valid PEER-2-PEER demands submitted by MS addressed) 9. Roll-out of Lagging Regions Initiative. (Target: Staff Working Document on Lagging Regions by end March 2017; Completion of the pilot phase by June 2017; Concrete set of measures identified to be implemented by MAs of the pilot regions)	

⁷ Cumulative and aggregated public expenditure paid to financial instruments that is included in payment applications (amounts indicated in column B of Annex 1 of the payment application)

Multiannual priorities	Priority Objectives 2017	Main Indicators and Targets 2017	
<p>2. To demonstrate the added value of cohesion policy</p>	<p>2.1. To position Cohesion Policy as major contributor to shaping EU policies and the delivery of Commission political priorities notably within the European Semester</p>	<p>10. Position smart specialisation as key element of EU research, innovation and industry policy. (Target: Adoption in May 2017 of the EC Communication on smart specialisation)</p> <p>11. Ensure that the added-value of cohesion policy is highlighted in priority Commission initiatives and their follow-up. (Target: References to synergies with ESIF and Cohesion Policy in smart and sustainable growth related policies (incl. Commissioner project teams, mid-term evaluations of directly managed EU programmes, legislative proposals, etc.))</p> <p>12. REGIO's contributions to European Semester country reports and Country Specific Recommendations. (Target: participation in all country team meetings, contribution to the Country reports)</p>	
	<p>2.2 To provide and report evidence on the results of Cohesion Policy programmes and their effectiveness and added value</p>	<p>13. "Annual summary/strategic report based on AIR and on the synthesis of OP available evaluations". (Target: by end 2017)</p> <p>14. Dissemination of the 2007-2013 ex-post evaluation exercise. (Target: Presentation of the results of the exercise to stakeholders through dedicated meetings (at least one per MS))</p> <p>15. 2014-2020: Assessment of the reliability of MS systems for the reporting of performance data. (Target: Analysis of audit results from audit authorities and 6 audits carried out by REGIO)</p>	<p>MS</p> <p>45. AIR and progress reports are submitted on time and are of good quality</p>

Multiannual priorities	Priority Objectives 2017	Main Indicators and Targets 2017	
	2.3 To communicate on the results of Cohesion Policy programmes and their contribution to the delivery of Commission political priorities.	<p>16. Implementation of REGIO Communication Plan for 2017, including contribution to corporate / strategic communication.</p> <p>17. Updates of the open data platform (with further additions to include 2014-2020 absorption, datasets for strategic report). (Target: 2 updates)</p> <p>18. b. Interreg internships (Target: 100 by end 2017)</p>	<p>MS</p> <p>46. Systematic discussion in monitoring committees on the implementation of MS' communication plans</p>
3. To support territorial cohesion in Europe	3.1 To enhance policy coordination and dissemination of good practices in the area of territorial and urban development.	<p>19. Implementation of the EU Urban Agenda. (Target: have 8 partnerships set up with the support of a secretariat)</p> <p>20. Urban Innovative Actions (UIA): selection of projects for the second call amounting to EUR 50 million</p>	<p>47. a. Number of Integrated Urban Development Strategies (art.7) being implemented. (Target: all by year-end)</p> <p>47. b. Number of selected Community Led Local Developments (CLLDs) set-up, of which how many with projects already selected. (Target: 100%)</p>
	3.2 To support the implementation of macro regional strategies	21. Monitoring implementation of the action plans of 4 on-going macro regional strategies i.e. for the Baltic Sea, the Adriatic and Ionian, the Danube and the Alpine Regions. (Target: 4 Annual fora, 1 High-Level Group meeting)	
	3.3 To identify and implement measures to address remaining cross-border obstacles	<p>22. Implementation of the Cross Border Review, in line with following milestones:</p> <p>a) Adoption of Communication and accompanying Staff Working Document by end June 2017;</p> <p>b) Start implementation of key recommendations in the Communication (50% of recommendations under REGIO responsibilities started by end 2017)</p>	
4. To ensure sound financial management of the funds	4.1 To close the 2007-2013 programme, the 2000-2006 Cohesion Fund projects and the remaining open 2000-2006 ERDF programmes	<p>23. % of first assessment of 2007-2013 closure documents. (Target: 100% assessed within 5 months)</p> <p>24. Processing of open irregularities in 2000-2006 ERDF</p>	<p>Combined responsibility:</p> <p>48. % of 2007-2013 programmes closed, including partial closures, out of the total. (Target: more than 30%)</p>

Multiannual priorities	Priority Objectives 2017	Main Indicators and Targets 2017	
	and pre-2000 open irregularities	programmes within 3 months of their notification. (Target: 100%)	<p>49. Closure of pre-2000 open irregularities by end 2017. (Target: 90% (baseline at end 2016: approximately 1800 cases))</p> <p>50. % of 2000-2006 CF projects closed out of the total 2000-2006 CF projects. (Target: 100% at end 2017 excluding incomplete projects and those affected by national legal procedures or OLAF investigations)</p>
	4.2 To obtain reasonable assurance that the expenditure declared to the Commission is legal and regular by ensuring that the audit authorities can be relied upon (single audit approach) and by focusing DG resources on identified risks	<p>25. No. of 2014-2020 programmes for which the Commission has finalised the examination of the designation documents. (Target: All 52 programmes at risk by June 2017 (baseline at mid-December 2016: 33 out of 52))</p> <p>26. Implementation of the DG's audit plan and desk work. (Target: Assessment on the functioning of the management and control systems provided and reported in the monitoring table for 100% of OPs with available information)</p> <p>27. Budgetary discharge obtained for the year 2015</p>	<p>MS</p> <p>51. a. Designation notified. (Target: 100% by June 2017)</p> <p>51. b % of annual control reports 2014-2020 received from audit authorities with opinion and residual error rate that can be relied upon. (Target 95%)</p>
	4.3 To obtain complete, accurate and true accounts for the accounting year	28. % of 2014-2020 programmes informed about the Commission's ability to accept the annual accounts. (Target: 100% by end-May 2017)	
	4.4 To safeguard EU funds through a rigorous policy on interruption and suspension of payments	<p>29. a) 80% of initial warnings / interruption letters issued within 2 months of the information of clear evidence to suggest significant deficiencies;</p> <p>29. b) 80% of /pre-suspension letters issued within 4 months of the information of clear evidence to suggest significant deficiencies</p>	<p>Combined responsibility</p> <p>52. % of the Annual Activity Report 2016 reservations cases lifted. (Target: 50% by end 2017)</p>

Multiannual priorities	Priority Objectives 2017	Main Indicators and Targets 2017	
5. To adapt and develop our policy	5.1 To prepare the policy post-2020	30. Definition of new elements for post-2020. (Target: REGIO Blueprint for the new regulatory framework by June 2017, involvement of staff in the preparatory work through brainstorming sessions) 31. Impact assessment finalised by November 2017 32. Cohesion Forum to be organised in June and Cohesion Report to be published by mid-September 2017	
	5.2 To simplify and streamline the implementation of cohesion policy	33. Reports on actions taken upon the recommendation of the High Level Group. (Target: Regular reporting on actions taken)	EP and Council 53. Adoption of the omnibus regulation
6. To improve the performance of internal processes	6.1 To ensure that systems, processes and reporting tools are operational in time for the implementation of 2014-2020	34. Delivery of processes and functionalities supporting the 2014-2020 programming period and the closure of 2007-2013 in the REGIO IT systems in accordance with the IT work plan and Business Process Team (BPT) work programme. (Target: 100%)	
	6.2 To improve internal communication and collaborative working methods	35. WIKI fully operational and actively used. (Target: Steady increase of usage throughout the year (baseline: xx end Dec 2016); roll out of internal pillar and streamlining of geographical pillar, 1 users survey by end 2017)	
	6.3 To ensure optimal use of resources	36. Streamlining of REGIO TA delivery mechanism. (Target: New TA Cell fully operational by July 2017, Maximise the use of the 2017 TA budget) 37. Update of work force planning (Target: by end of May 2017) 38. Smooth transition to the new organisation of the HR function. (Target: Set up of the new Business Correspondent Team by the end of the 1 st quarter 2017) 39. New mobility policy defined by 1 st semester 2017	