



Management Plan 2018

DG Regional and Urban Policy



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INTRODUCTION

DG REGIO's main focus areas for 2018

2018 will be a pivotal year for DG REGIO, bringing about crucial challenges.

The main one will entail the **definition of the Commission proposal for the Cohesion Policy post-2020**. The DG's crucial task in this respect will be to design a robust and flexible delivery mechanism that will maximise opportunities for achieving the goal of A More United, Stronger and More Democratic Union by 2025, by providing clear investment priorities in the areas with the highest value-added as well as offering robust, but simple and flexible basis for programmes development and implementation.

The year 2018 will also bring into focus the **implementation of 2014-2020 programmes**. Through constant emphasis on results, DG REGIO will continue to support and facilitate the delivery of tangible outcomes benefitting European citizens, further expanding its initiatives, including through making use of the new provisions of the Omnibus regulation (simplified cost options, ESIF-EFSI combination, etc), to support meaningful implementation by the Member States. In doing this, the DG will back and further strengthen the current macroeconomic trends (e.g. steadily increasing employment, recovering national investments, regained pace of GDP growth), while triggering improvements in the areas showing less prominent progression.

Thus, 2018 will provide an exceptional opportunity for further demonstrating the benefits brought about by Cohesion Policy for Member States' growth and development. It will also set favourable conditions for reaching out to and effectively communicating with citizens on the occasion of the celebrations of the 30th anniversary of the Policy.

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 are closely aligned and 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 alignment and 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" Ad hoc initiatives addressing specific development needs (e.g. Lagging Regions, Regions in industrial transition)
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 / Boosting EU Border Regions
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 2018 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 2018

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 2018 planning document, **which will support the monitoring of the DG performance throughout 2018**.

These indicators are linked to six multiannual priorities and 17 operational priorities for 2018. 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 2018 Management Plan will be cascaded down at Directorate and Unit level through Unit Management Plans. For each of the listed DG-level indicators, lead and contributing units will be identified. The concerned units will then be asked to define their specific targets contributing to the delivery of the DG-level objectives and to allocate available resources to the various strands of work. The outcome of this exercise will be formalised in Unit Management Plans, supporting the monitoring and reporting on unit achievements throughout 2018.

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

In 2018, the DG Regional and Urban Policy will continue focusing on **Commission Priorities 1, 2 and 3**, to which it directly contributes mainly through 2014-2020 ERDF/CF programmes in key investment areas.

The programming period 2014-2020 with its strong emphasis on programmes' performance also streamlines DG REGIO efforts towards **demonstrating and disseminating the added value of Cohesion Policy**.

In addition, the annual key priorities on the DG level are also directed by the State of the Union Speech. The latter, setting the goal for A More United, Stronger and More Democratic Union by 2025, emphasised the need to maximise the economic potential of European regions, while helping fulfil the objectives of a Europe that protects, notably by ensuring social inclusion. Cohesion Policy as the EU's main investment policy has proved to be an effective instrument for stimulating the regions' endogenous potential for development as well as creating favourable conditions for economic growth and convergence on the Union level. The DG's efforts to maximise the effects of the policy will continue in 2018, both through **support to the implementation of the 2014-2020 programmes** and working towards the **definition of robust and efficient delivery mechanisms** for the policy post 2020. This will also encompass the active promotion of structural reforms, which have received additional emphasis and support in the Roadmap for deepening Europe's Economic and Monetary Union (EMU) recently set up, facilitation of use of financial instruments and more active use of additional opportunities provided by ESIF-EFSI combination. All these actions will contribute actively and with growing efficiency to the strands of work prominently featured in the President Juncker's State Of The Union Speech.

A- To deliver jobs, growth and investment

Interventions of DG REGIO will continue to focus in 2018 on strengthening the basis for economic competitiveness, job creation and social inclusion, particularly through supporting, building up and unfolding SMEs capacity to adjust to and to address specific national, regional and local contexts. Through ICT investments notably targeting enhanced broadband access, DG REGIO will contribute to the Commission's goal of creating an accessible digital single marketplace while simultaneously improving conditions for start-ups development. Focus on energy efficiency to support low-carbon economy investments delivered through European Structural and Investment (ESI) funds will facilitate EU's transition towards a functional and fair energy union. The outlined measures will notably target the catching up regions and will be implemented in close cooperation with all levels of governance, facilitating progress towards more solidarity in the Union and helping to cement its leading position in fight against climate change as highlighted in the State of the Union Speech. This will also allow for an effective contribution to the Investment Plan for Europe including promotion of the use of financial instruments, while looking to exploit to the best possible effect complementarities with the European Fund for Strategic Investments (EFSI) and enhancing application of targeted recommendations issued specifically for addressing needs and challenges of particular regions and Member States. The latter will serve as an accelerator of structural reforms throughout the Union, thus cementing the key role of Cohesion Policy within the European Semester.

In order to maximize the contribution of DG Regional and Urban Policy to the delivery of the outlined Commission's goals, our efforts in 2018 will **focus on facilitation of**

programmes' progress on the ground, so as to support the effective delivery of programme objectives. This will also include paying close attention, offering tailor-made solutions and **addressing all risks of underperformance by the programmes**. The following targeted actions are notably foreseen:

- Extensive support provided by geographic desks as well as close examination and structured assessment of operational programmes' (OPs) performance to accelerate quality implementation of OPs on the ground. DG REGIO will embrace all facets of programmes by applying comprehensive monitoring strategy – from desks' direct advice and assistance to the national and regional authorities, their close monitoring of the implementation on the ground and timely contribution to identifying and removing bottlenecks, participation in monitoring committees and annual review meetings to thorough examination of Annual Implementation Reports (AIRs), cross-comparisons of programmes' performance based on scorecards, and corresponding follow-up. In view of the 2019 Performance Review, particular attention will be paid to the programmes at risk of underperformance so as to support the identification and implementation of corrective actions on the ground. OPs experiencing delays in achieving their objectives will be dealt with on the case-by-case basis to ensure development and application of the most appropriate measures. In relation to preparation and implementation of major projects and technical assistance of JASPERS, new measures will be applied throughout the year to accelerate the process and address recommendations from the European Court of Auditors Special Report no 25/2017 on JASPERS.
- Provision of specific support tools to programme authorities and Member States with weaker administrative capacity to ensure that they are capable of implementing and managing Funds at their disposal. The key elements of this work will include: (1) the implementation of the dedicated action plans on public procurement and state aid; (2) the rolling out of the Competency Framework and its self-assessment tool for the management of the ERDF and CF; (3) the provision of specific support through the Evaluation Helpdesk, in addition to its broader objective to support the evaluation capacity and the sharing of good practices across Member States, and (4) the promotion of synergies and increase in capacity of TAIEX REGIO PEER2PEER exchange tool geared towards regional policy experts in Member States. All the above tools will allow responding quickly, flexibly and creatively to the specific demands of Member States through long-term as well as "on-demand" services and instruments. The planned roll-out of the Catching-Up Regions Initiative will support identification and implementation of concrete measures to tackle key bottlenecks in pilot regions, so as to make Cohesion Policy work more effectively and deliver better results. It is also intended to launch a few targeted pilot projects on administrative capacity building, offering support to key bodies in the implementation of the funds for their timely preparation for the new programming period.
- Rolling out of dedicated pilot initiatives supporting the development of research and innovation strategies for smart specialisation in regions with specific development needs. This will notably encompass the continued support to the ongoing lagging regions initiative (targeting low-growth and underdeveloped regions) and the implementation of a new initiative targeting regions in industrial transition. In this framework, pilot actions will start to be implemented in five test regions which will receive support from ERDF as well as from the European Observatory for Clusters and Industrial Change. Other notable initiatives in the same field will cover interregional innovation, specific support on research and innovation strategies to individual Member States, as well as the deployment of dedicated monitoring systems. Other initiatives are currently ongoing and will continue to be implemented in other areas, in close partnership with other Commission services (e.g. deployment of Broadband Competence Offices' Network, support for coal and carbon-intensive regions in transition, Clean Energy for EU Islands, etc.).

- Encouragement of a wider uptake and effective use of financial instruments by programme authorities to expand the investment base and facilitate creation of sustainable and holistic financing systems, which is especially relevant for programmes aimed at strengthening SMEs and jobs creation. In order to facilitate the widest possible take-up from Member States, DG REGIO will ensure a swift issuance of all remaining guidance on financial instruments as well as guidance deriving from the key changes in the Omnibus regulation intended to facilitate the setting up and implementation of financial instruments. In addition, assistance will continue to be provided through the fi-compass, the platform for advisory services on financial instruments designed to support managing authorities, EaSI microfinance providers and other interested parties by giving them access to practical know-how and learning tools and will include dissemination actions concerning identified ESIF-EFSI projects. In this respect, intensive work will also continue to identify and actively exploit complementarities with the European Fund for Strategic Investments (EFSI), thus contributing to mobilising additional private sector investment and improve the geographic coverage of EFSI. ESI Funds' programmed resources may be particularly useful in certain countries or sectors where associated risks would make EFSI support unlikely. ESI funds and EFSI can feed into Investment Platforms – national, regional or sectorial - or directly support projects. A number of such combinations are already in place (most of which combining ESIF grants with EFSI at project level). The objective is to reinforce complementarities between ESIF and EFSI to ensure the maximum effectiveness of financial support, including in remoted areas such as the outermost regions.

The main 2018 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 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
<i>Accelerated delivery of the 2014-2020 programmes objectives</i>	<i>Active support, monitoring and follow up of programme implementation</i>	<i>For all operational programmes (OPs), participation in monitoring committees and review meetings, Annual Implementation Reports (AIRs)</i>
	<i>Close and structured scrutiny of programmes' performance in preparation of the 2019</i>	<i>- Reduction in number of programmes assessed as critical in 2018 (baseline at end 2017: 37) (combined REGIO/MS</i>

	<i>Performance Review</i> (combined REGIO/MS responsibility)	responsibility) - Performance of 100% of programmes submitting AIRs is assessed by end 2018; Progress scorecards are built up; list of programmes at risk is updated - Programmes with significant deficiencies in performance are notified
	<i>Application of specific actions supporting programmes' implementation in high risk MSs</i>	<i>Timely implementation of action plans for OPs at risk</i>
	<i>Submission of Major Projects to the Commission</i> (MS responsibility)	<i>150 by end 2018, including Jaspers projects</i>
	<i>Adoption of Major Projects (MP)</i>	<i>100% of MP submitted by end-09/2018 adopted within 3 months (interrupted time not counted)</i>
	<i>Adoption of PA/OP modifications</i>	<i>100% adopted on time (interrupted time not counted)</i>
	<i>Selection of projects on the ground (% allocated to the operations selected for support / total allocation for ERDF and CF for 2014-2020)</i> (MS responsibility)	<i>At least equal to 70% at end 2018, (baseline: 44.2% at end Nov 2017)</i>
	<i>Financial implementation % claimed by MS /overall allocation by Commission for ERDF and CF for 2014-2020 (i.e. interim payments submitted)</i> (MS responsibility)	<i>21% at end 2018, baseline: 5.5 % at the end of Sept. 2017</i>
	<i>Amendments to secondary legislation and guidance to the adoption of Omnibus regulation</i>	<i>Amendments and guidance are ready by the end of Q3 2018</i>
	<i>Follow-up of non-fulfilled ExACs</i>	<i>Active follow-up on outstanding issues including adoption of suspension decisions before the end of Q1 2018; work towards lifting them during 2018</i>
<i>Wide uptake of financial instruments and complementarity with EFSI</i>	<i>fi- compass assistance delivery in accordance with the 2018 work programme</i>	<i>100% of products agreed for the period delivered</i>
	<i>Amounts of programme contribution invested into final recipients¹ and spent for management costs and fees</i> (MS responsibility)	<i>EUR 5 billion by end-2018, baseline EUR 1.5 at end-2017</i>
	<i>Support for the set-up and implementation of financial instruments in Member States</i>	<i>100% of announced guidance notes are finalised by the end of March 2018</i>

¹ This includes the amounts effectively paid to final recipients or for the benefit of final recipients, committed for guarantee contracts covering a multiple amount of new loans/risk-bearing instruments for new investments.

	<i>Identification of ESIF-EFSI projects (combined responsibility)</i>	<i>Approval by EFSI governance/EIB Board of 20 ESIF-EFSI projects by end-2018</i>
	<i>Dissemination of information on identified ESIF-EFSI projects</i>	<i>20 by end-2018</i> <i>A dedicated initiative is set up with the EIB by end-2018 to enhance the outermost regions' access to EFSI</i>
<i>Specific support for improving MS' capacity to administer and implement the Funds</i>	<i>Implementation of the administrative capacity initiative</i>	<i>- Public Procurement and State Aid Action Plans implemented according to plan;</i> <i>- All valid PEER-2-PEER demands submitted by MS addressed;</i> <i>- Integrity Pacts successfully implemented</i> <i>- Jaspers Networking Centre activity implemented</i> <i>- Wide use of the Competency Framework and the self-assessment tool</i> <i>- Launch of 5 pilot projects on Administrative Capacity Building</i>
	<i>Provision of support to MS through Evaluation Helpdesk</i>	<i>100% of requests are treated</i>
	<i>Coordination with the Structural Reform Support Service (SRSS) for ensuring synergies</i>	<i>Timely response to consultation requests from MS through the SRSS</i>
	<i>Roll-out of dedicated Initiatives targeting Lagging Regions and Regions in industrial transition</i>	<i>Timely implementation of related actions</i>

B- To demonstrate the added value of cohesion policy

The 7th Cohesion Report published in 2017 emphasized the role and value added of Cohesion Policy, particularly in terms of maintaining investment activities in Member States, directing them towards the targets set by the Commission, as well as supporting the most fragile and economically unstable regions during and after the crisis. Based on this evidence, and considering the strong result-oriented framework of the 2014-2020 programming period, the ongoing task of the DG REGIO is to thoroughly collect data and report on Cohesion Policy impact, ensuring quality and reliability of gathered information. In 2018, the DG will continue to work closely with audit authorities to narrow the gap in assessment and reporting standards of different Member States, thus ensuring robustness of performance data contained in Annual Implementation Reports. This will also become a cornerstone in preparation to 2019 Performance Review.

In addition, continuous enhancement of reporting standards will create favourable conditions and facilitate external communication of programmes' achievements. As 2018 will mark 30 years of Cohesion Policy, our DG will work towards maximizing dissemination of information about the policy and its contribution to achieving European Commission priorities by organising events in Member States and regions, as well as in Brussels. Particular attention will be paid to coordination of communication strategy with Member States to raise citizens' awareness on Cohesion Policy to the best possible effect.

This way, **two main strands of work** will support DG REGIO's activities in disseminating evidence about Cohesion Policy's added value:

- Providing and reporting evidence on the effectiveness and EU added value of Cohesion Policy. 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 frameworks. 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 the end of 2018. In parallel, the DG will continue its supervisory work in order to ensure that performance information reported by Member States is reliable and of adequate quality.
- Communicating to citizens and stakeholders the results of Cohesion Policy programmes and their contribution to the delivery Commission political priorities. To highlight the role of Cohesion Policy at the interinstitutional level, the DG will continue to deploy joint efforts with DG EMPL to provide regular reports to the Council. Links between Cohesion Policy and other European initiatives will be highlighted through active participation in corporate campaigns. The timely implementation of REGIO Communication Strategy 2017-2020² will bring Cohesion Policy closer to citizens by illustrating its effects notably through celebration of 30 years of Cohesion Policy, regional and local dialogues, EUinmyRegion 2018 etc. In parallel, close cooperation with Member States and monitoring of MS' communication plans will be ensured. The DG will also further promote and develop the ESIF Open Data Platform, providing key information on plans and progress of all ESIF programmes, ensuring transparency and accountability of Cohesion Policy investments and achievements.

The main 2018 planned 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 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
<i>Provide and report</i>	<i>Annual summary based on AIR and on the synthesis of OP available</i>	<i>Delivery by end-2018</i>

² [Ares\(2017\)1629899](#) (internal Commission document)

evidence on the results of Cohesion Policy programmes and their effectiveness and added value	evaluations	
	Annual Summaries of data on the progress made in financing and implementing financial instruments under ESIF 2014-2020	Delivery by end-Nov 2018
	Timeliness and quality of AIRs and progress reports (MS responsibility)	AIR are submitted on time and are of good quality
	Reliability of all data systems assessed by the audit authorities (MS responsibility)	The data is reliable enough to be used and a robust basis for the 2019 performance review Target: by end of 2018, audit results on performance data available from at least 15 of the more risky programmes, as defined in the audit plan
	2014-2020: Assessment of the reliability of Member States' systems for the reporting of performance data	Analysis of audit results communicated by audit authorities and 100% of the audits on performance indicators carried out by REGIO (according to the audit plan)
	Evaluation of Major Projects supported by ERDF and CF between 2000 and 2013 - Transport	Publication of the evaluation SWD by end 2018
Communicate to citizens and stakeholders the results of Cohesion Policy programmes and their contribution to the delivery Commission's political priorities	- Implementation of the DG REGIO Communication Strategy 2017-2020; - Joint communication actions proposed by Commissioners Crețu and Thyssen; - Contribution to corporate / strategic communication	6 strands implemented: <ul style="list-style-type: none"> • 30 years of Cohesion Policy • EUinmyRegion 2018; • Regional and local dialogues; • Association Media; • EU delivers in the regions; • MYRegions.
		Corporate campaign: #InvestEU, EU empowers, EU protects
	Updates of the open data platform	3 updates by end 2018, reflecting periodical submission of performance and financial data by MS
	Usage of the open data platform (MS responsibility)	Steady increase in comparison to the baseline at end 2017
	Number of internships at European Solidarity Corps Interreg	210 by end 2018; baseline 80 as of end 2017
	Discussion in monitoring committees on the implementation of MS' communication plans (MS responsibility)	Discussions take place systematically

C- To support the development of Post-2020 Cohesion Policy and establish closer links with other EU policies

On-going debates on the post-2020 Europe open up the floor for significant contributions from DG REGIO to the identification of political and investment priorities of the Union as well as to the set-up of the next Multi-annual Financial Framework (MFF).

Keeping the aim of reducing disparities between and within regions and Member States, DG REGIO strives to bring to the post-2020 framework a stronger emphasis on economic adjustment programmes as well as envisions better coordination and synergies with other EU support programmes, policies and instruments. This will notably include a new proposal for a revamped European Union Solidarity Fund.

Another key vision of DG REGIO for post-2020 Cohesion Policy is a drastic simplification of the implementation process driven by the aim of lessening administrative burden on Member States, notably building on the input of the High Level Group on ESIF Simplification and the REFIT Platform. This will be supplemented by increased flexibility of policies, measures to ensure a faster implementation and smoother transition between programming periods, as well as wider application of tailor-made solutions – to further strengthen the result-oriented approach of programmes as well as guarantee quality of their performance, while maximising effectiveness of action. The possibility to introduce new criteria for the allocation of the funds, linked to the challenges Europe faces (e.g. demography, unemployment, social inclusion and migration, climate change) is also being actively explored. Overall, these measures will substantially support the Commission actions aimed at increasing the overall competitiveness of European regions, Member States and EU as a whole, which have been clearly highlighted by President Juncker's Address on the State of the Union.

In 2018 specifically, DG REGIO will strive to ensure that investment priorities bringing the highest EU added value will remain the focus of post-2020 Cohesion Policy. Along with that, we will provide context for setting up the next MFF notably by facilitating the identification of simplified and efficient delivery mechanisms, by emphasising the increasing role of regions and cities in tackling challenges brought by globalisation as well as their ability to absorb technological advances.

Continuous work will be aimed at ensuring that all existing tools linking Cohesion Policy to EU economic governance – targeted investment, re-programming and ex ante conditionalities – are robustly applied so as to promote structural reforms in Member States, address country specific challenges and contribute to the harmonious growth of European regions.

To pursue these goals, the DG will notably concentrate on the following two aspects:

- Effective contribution to the preparation of the Commission's proposal for the next MFF and development of a regulatory framework for Cohesion Policy. DG REGIO will notably finalise the proposal for the post-2020 regulatory framework for Cohesion Policy, paying close attention to its complementarity with other EU funding instruments and the Urban Agenda action plans. In 2018, experimental forms of support in the form of 2 pilot actions to address challenges of globalisation and deliver inclusive growth will also be implemented.
- Positioning Cohesion Policy as a major contributor to shaping EU policies and the delivery of Commission political priorities. To this end, the DG will continue to contribute to the European Semester work (country team meetings and drafting of country reports) to highlight the role of the policy in addressing country specific challenges and contributing to structural change in the Member States. Our efforts will be directed towards interaction with other Commission initiatives, so as to further strengthen its links with other EU policies and instruments. The DG will also cooperate with other Commission services to ensure that the added-value and impact of the Cohesion Policy, notably in relation to smart and sustainable growth objectives, are duly taken into account and highlighted in priority Commission initiatives, while smart specialisation is positioned as the key element of EU industrial, research and innovation policies.

The table below provides an overview of main expected 2018 outputs in this area.

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 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
<i>Contribution to the Commission's proposal for the next MFF and development of a robust regulatory framework for Post-2020 Cohesion Policy</i>	<i>Contribution to the preparation of the Commission's proposal for the next Multi-annual Financial Framework in relation to Cohesion Policy and EUSF</i>	<i>Feeding proposals going beyond Cohesion Policy by end May 2018</i>
		<i>Impact assessment and consultation process finalised by May 2018</i>
	<i>Preparation of a proposal for the Post-2020 regulatory framework in complementarity with other EU funding instrument</i>	<i>Proposal ready by June 2018</i>
	<i>Development of new forms of support for better harnessing globalisation and delivering inclusive growth</i>	<i>Implementation of 2 pilot actions: 10 regions in industrial transition and 8 inter-regional partnerships</i>
<i>Position Cohesion Policy as a major contributor to EU policies</i>	<i>Contribution to the European Semester</i>	<i>Provision of contributions for:</i> <ul style="list-style-type: none"> • the Annual Growth Survey; • SWDs; • Country Reports and Country Specific Recommendations. <i>Participation in all country team meetings</i>
	<i>Strong links between Cohesion Policy and relevant Commission initiatives and instruments</i>	<i>References to interaction with Cohesion Policy in Commission initiatives</i>
	<i>Smart specialisation is positioned as a key element of EU industrial, research and innovation policies</i>	<i>The following administrative agreements are implemented according to their work plans:</i> <ul style="list-style-type: none"> • S3Platform • Stairway to Excellence • Regions in industrial transition • Catching-up regions • Interregional innovation • 5.1.2 Targeted RIS3 support

		<i>to Romania.</i>
		<i>Contribution to other initiatives, such as Clean Energy for EU Islands or Coal and Carbon intensive Regions in Transition.</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 DG will ensure a close follow-up of the conditionality provisions which have been assessed as non-fulfilled. The DG will also ensure that adequate actions are taken so as to ensure all outstanding issues are resolved in the course of 2018. 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.

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 2018 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 preparation of 4 thematic action plans and the Urban Innovative Actions, with the selection of projects for the third call, through which EUR 80-100 million will be mobilised.
- As a follow-up to the Cross Border Review, aimed at tackling the remaining border obstacles, the 10 actions proposed in the Communication on Border Regions adopted in 2017 will start to be implemented in 2018. This will 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)³. 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 in 2018 the implementation of the comprehensive list of actions resulting from the renewed EU strategy for the outermost regions adopted in the second semester of 2017⁴. These actions will further contribute to boosting the socio-economic development of the 9 outermost regions, taking into account their specificities and the EU priorities.

Also important is the further development of international cooperation on regional and urban development which has now been mainstreamed under the International Urban Cooperation (IUC) programme financed by the EU's Partnership Instrument. In 2018, the region-to-region (Latin America) and city-to-city pairings (China, India, Japan, North and South America) identified under IUC in 2017 will begin working together supported by the DG, in order to develop action plans for cooperation. In parallel, the development of the international New Urban Agenda of the United Nations will be taken forward, notably at the World Urban Forum in Kuala Lumpur where the DG will be called upon to develop a new set of 'voluntary commitments' to take forward this agenda, consistent with the Urban Agenda of the EU.

Further details on the main 2018 expected outputs are presented in the table below.

Relevant general objective(s):		
4. 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 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
<i>Support delivery of the 2014-2020 programmes' objectives by Member States</i>	<i>Follow-up of non-fulfilled ExACs</i>	<i>Active follow-up on outstanding issues including adoption of suspension decisions before the end of Q1 2018; work towards lifting them during 2018</i>
<i>Enhance policy coordination in the area of territorial and urban development</i>	<i>Implementation of the EU Urban Agenda</i>	<i>4 action plans finalised by end 2018</i>

³ i.e. Guadeloupe, French Guiana, Martinique, Mayotte, Reunion, Saint-Martin, the Azores, Madeira and the Canary Islands.

⁴ COM (2017) 349 final : a stronger and renewed strategic partnership with the EU's outermost regions

	<i>Selection of projects for the third call of Urban Innovative Actions (UIA)</i>	<i>Total budget amounting to EUR 80-100 million including for security of public spaces</i>
	<i>Number of participants in Urban Development Network (UDN) activities and other events for actors implementing integrated urban/territorial strategies.</i>	<i>1,000 participants</i>
<i>Support the delivery of the Action Plans under the International Urban Cooperation programme</i>	<i>Delivery of 35-40 Action Plans on sustainable urban development, and, in Latin America, 6 Action Plans on regional innovation systems</i>	<i>By end-2018</i>
<i>Develop the New Urban Agenda (NUA) in partnership with the UN</i>	<i>Delivery of 3 additional voluntary commitments under the NUA</i>	<i>By February 2018</i>
<i>Support the implementation of macro regional strategies and steer the outermost regions strategy</i>	<i>Implementation of the action plans for 4 ongoing macro regional strategies (Baltic Sea, the Adriatic and Ionian, the Danube and the Alpine Regions)</i>	<i>Monitoring: 4 Annual fora, 1 High-Level Group meeting by the end of 2018</i>
	<i>Implementation of the new strategy for outermost regions</i>	<i>Implementation of the roadmap in line with the timetable</i>
<i>Implement measures to address remaining cross-border obstacles</i>	<i>Communication follow-up by the Border Focal Point</i>	<i>Implementation of the 10 actions proposed in the Communication on Border Regions in line with the foreseen timetable</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). In addition, a significant contribution towards these objectives also results from the thematic objective SME support (TO3), through which business support services reach all potential entrepreneurs, including those from more vulnerable groups such migrants, with the aim to make the EU in its entirety stronger and more cohesive.

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 2018, 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. This is especially relevant, given the State Of The Union Speech emphasis on solidarity and importance of legal migration for maintaining the pace of economic growth in an ageing Europe.

In addition, 3 projects⁵ aiming among others at the inclusion of migrants and refugees selected through the second call of the Urban Innovative Actions will start to be implemented on the ground in 2018. Overall, 7 projects aimed at facilitating the inclusion of migrants and refugees will be ongoing in 2018. Additional projects are also expected to be selected as a result of the third call which will be launched in 2018. These projects will serve to identify and test new solutions in cities. Finally, in the context of the Urban Agenda for the EU, the Action Plan stemming from the Partnership on inclusion of migrants & refugees and outlining concrete actions leading to better regulation, better funding and better knowledge will start to be implemented.

The main actions planned for 2018 are illustrated in greater detail below.

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 2018:		
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 2018 (Unit 03 to confirm)</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>Support inclusion of migrants and refugees through Urban Innovative Actions</i>	<i>Selection of projects in response to the third call of the UIAs (EUR 80-100 million)</i>	<i>By end 2018</i>
	<i>Implementation of projects facilitating the inclusion of migrants and refugees</i>	<i>7 signed grants by end 2018</i>

⁵ ERDF contribution of EUR 13 million

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. 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 serious deficiencies; completeness, accurateness and reliability of accounts).

These objectives will continue to be pursued throughout 2018, strengthening the results have already achieved in recent years. The related performance expectations and corresponding outputs are illustrated in the five sections below.

A. Human resource management

2018 will be a year of consolidation after the reorganisations which took place in 2016 and 2017 and which led to a streamlined organisational structure.

As a response to the staff survey of 2016, REGIO has drawn an action plan with altogether 25 actions addressing 4 areas:

- 1) job and workload (notably covering identification of negative priorities, effective allocation of staff);
- 2) workplace and healthy lifestyle (improving quality of office and catering infrastructure, well-being);
- 3) senior and middle management (improving feedback culture, assessment of the management by the staff, improving meeting culture);
- 4) career and personal development (enhance intra and inter-DG mobility, enlarge L&D offer in BU site).

In 2018 REGIO will continue to build upon the achievements resulting from the 2017 action plan. Accordingly, it will explore the full potential of the new well-being room with larger offer making complementarities with well-being offer provided by other DGs on BU site, it will implement better meeting culture (Wednesday afternoon free of meetings), it will follow on the evaluation exercises organised for senior and middle managers, and continue with the organisation of DG wide discussion on policy issues. DG REGIO will also continue monitoring the use of its workforce, to ensure that the units are adequately staffed to be able to support the delivery of the Commission and the DG priorities in line with the management plan. It will also continue implementing the new mobility policy as started in 2017, with the aim to find mobility solution for the majority of colleagues who have reached more than 5 years on the same post. The results of the new staff survey that will be launched in 2018 will provide useful indication on the benefit of the actions carried out as well as on the necessity of designing new ones.

In 2018 DG REGIO will continue to work towards meeting its target for the first appointment of female managers by November 2019. To this end, DG REGIO will continue to actively encourage potential female candidates to apply for the vacant management positions.

Finally as regards the HR modernisation project which led to the establishment of an AMC and BC, the pilot has been extended until mid-2018. In-depth evaluation of the

experience with the new model across all actors will be crucial before a complete full roll-out of the new model.

Major corporate campaigns related to HR issues will be publicised on MyREGIO intranet.

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 2018:		
Output	Indicator	Target
<i>Monitoring of the Workforce allocation to the priority area</i>	<i>Identification of workforce per priority area (UMPs)</i>	<i>March 2018</i>
<i>Training plan to be developed by the BC</i>	<i>Approval of training plan (based on training needs to be identified by end 2017)</i>	<i>January 2018</i>
	<i>Rolling out of training plan 2018</i>	<i>According to schedule</i>
<i>Internal mobility</i>	<i>Implementation of the new mobility policy</i>	<i>More than 50% of mobile staff has a new assignment by the end of 2018 (new mobility list for 2018 will be made available by end 2017)</i>
<i>Follow-up of Commission staff satisfaction survey 2016</i>	<i>Continued implementation of the actions following the 2016 staff survey</i>	<i>Participation rate in the 2018 staff survey at least equal to the 2016 staff survey</i>
<i>Commission staff satisfaction survey 2018</i>	<i>Active promotion of participation in the staff survey 2018</i>	
	<i>Staff engagement score</i>	
	<i>Staff well-being</i>	<i>At least 59% (score of 2016 survey)</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. Two permanent actions will serve this purpose:

- Combination of audit activities both desk and on-the-spot, with a continuous 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, in particular the new tool of net financial corrections when regulatory conditions require so.

In addition, in 2018, DG Regional and Urban Policy will also focus its efforts on:

Carry out compliance audits to review the work of the audit authorities by re-performing their audit work and assess the impact to their residual error rates reported in the assurance packages.

For the OPs for which assurance has not yet been provided by the audit authorities, the DG will continue to 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's interim payment.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning <u>the legality and the regularity</u> of the underlying transactions.		
Main outputs in 2018:		
Output	Indicator	Target
<i>Closure of 2007-2013 programmes</i>	<i>Closure or pre-closure proposals for 2007-2013</i> <i>% of 2007-2013 programmes closed, including pre-closures, out of the total</i>	<i>Proposals sent by end 2018 for all 317 OPs</i> <i>More than 60% (baseline at end-2017: around 30%)</i>
<i>Closure of the remaining open 2000-2006 ERDF programmes and pre-2000 open irregularities</i>	<i>Closing of open irregularities in 2000-2006 ERDF programmes</i> <i>Closure of pre-2000 open irregularities by end 2018</i>	<i>Processing of 90% of all completed files of open cases by end 2018</i> <i>95% (baseline at end 2017: approximately 100 cases)</i>
<i>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</i>	<i>Implementation of the audit plan and desk work</i> <i>% of annual control reports received from audit authorities with opinion and error rate that can be relied upon for the AAR</i> <i>Budgetary discharge for the year 2016</i>	<i>At least 90% of the audit missions foreseen in the audit plan carried out, taking into account the evolving risks; assessment of the functioning of MCS provided for all OPs, and timely update of the monitoring table with available information</i> <i>95% for 2014-2020</i> <i>Budgetary discharge obtained</i>
<i>To obtain complete, accurate and true accounts for the accounting year</i>	<i>% of 2014-2020 programmes informed about the ability of the Commission to accept the annual accounts</i>	<i>100% by end-May 2018</i>
<i>To safeguard EU funds through a rigorous policy on interruption and suspension of payments</i>	<i>Adoption of adequate measures in case of deficiencies impacting the legality and regularity of expenditure in excess of the 10% retention</i> <i>% of the AAR 2017 reservations cases lifted</i> MS responsibility	<i>Issuance of warning/interruption/pre-suspension letters within 2 months</i> <i>50% by end 2018</i>

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

REGIO key priority for 2018 in this area will be to ensure a full implementation of the new internal control framework which was adopted by the Commission in 2017 based on the COSO framework, in line with the corporate guidance.

In doing this, the DG will look to ensure a more flexible internal control architecture reflecting the DG's specific challenges and risks, as well as a strengthened internal control function. This should allow carrying out a first assessment of REGIO internal control environment in line with the newly approved corporate guidance in the first quarter of 2018 (assessment referred to the year 2017).

Moreover, particular efforts will also be devoted in 2018 to further strengthen the related monitoring arrangements. For this purpose, the DG plans to set up a new SharePoint-based monitoring tool which should allow for increased automation in collecting the evidence supporting the assessment of the various internal control components, while also ensuring a more user-friendly interface supporting the related assessment procedures. This is also expected to support continuous streamlining of REGIO working methods.

In addition, specific work will continue to be carried out in 2018 by REGIO auditors in order to effectively supervise Member States' procedures for assessing the reliability of the systems for reporting programme performance data. This will address a crucial component of the result orientation of the new programmes, further strengthening the DG's supervision of the performance of the funds.

Objective 2: Effective and reliable internal control system in line with sound financial management.		
Main outputs in 2018:		
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>Cost-effectiveness of controls</i>	<i>Study assessing administrative costs and burdens in 2014-2020 ESIF</i>	<i>Final report by end Sept 2018</i>
<i>Reliability of Member States' systems for reporting performance data</i>	<i>Assessment of the reliability of MS systems for the reporting of performance data.</i>	<i>Analysis of audit results communicated by audit authorities and 100% of the audits on performance indicators carried out by REGIO, as foreseen in the audit plan</i> <i>By end 2018, audit results on performance data available from at least 15 of the more risky programmes</i>
<i>Adaptation of REGIO internal control framework to COSO</i>	<i>Assessment of REGIO internal control in line with the new corporate guidance issued in 2017</i>	<i>First assessment of REGIO internal control carried out by end of Q1 2018 and feeding the 2017 AAR</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 minimisation of the fraud risks, in 2018 REGIO will concentrate its efforts on:

- Analysing and disseminating the results of the stock-taking study on compliance of Member States with the new regulatory provisions regarding fraud risk assessments and related anti-fraud measures (Article 125.4c CPR) 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. exchange of identified good practices, training, 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. As part of their System Audits, the audit authorities will assess the proportionality and effectiveness of the anti-fraud measures and strategies put in place at Member State's level. 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 2018:		
Output	Indicator	Target
<i>The fraud risk assessment of a sample of programmes, including a summary. The stock-taking study on 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 will be finalised in 2018.</i>	<i>Identification of MS' best practices in relation to fraud risk assessments and/or anti-fraud measures</i>	<i>Dissemination of the results of the stock-taking study and best practices identified to a large audience of national authorities</i>
<i>Foster the use of ARACHNE by Member States</i>	<i>Number of MS using ARACHNE operationally</i>	<i>50%</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 DG is progressing steadily towards reaching the targets set in the 2016-2020 SP. A number of new actions are foreseen to be implemented in 2018 in order to consolidate the current baseline of use (700 users that are logged in at least once a month), building on the progress registered in previous years. These actions will notably encompass the following:

- Complete transfer of content from MyREGIO;
- Enrichment of contents;
- Setting up of a sound search engine, possibly in collaboration with other COM services;
- Improvement of interoperability with other platforms;
- Review of governance, so as to strengthen user orientation and facilitate two-ways communication;
- Improvement of statistics and analytics.

With respect to document management, the DG, facing the challenge of insufficient space for archiving purposes, will continue implementing its Action Plan on Paper and Electronic Archiving. It will ensure that the archives are managed in accordance with e-Domec rules. The DMO team will in particular ensure that for the closure of the 2017-2013 period the archives do not contain any paper document registered after 16/09/2010. For this purpose, a number of trainings will be provided, while actions taken at directorate level will be closely monitored.

DG REGIO will also strive to **reduce further the circulation of paper** and to ensure the **inventory of paper files is up-to-date** on the collaborative site.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.		
Main outputs in 2018:		
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>Better use of electronic workflows, to reduce errors caused by the double circulation and to reduce paper storage in eligible cases.</i>	<i>Number of registered documents with a fully approved e-signatory (no paper circulation in parallel).</i>	<i>Above 85%</i>
<i>Closure of all electronic and paper files that should be closed</i>	<i>Number of closed files</i>	<i>100% of files that should be closed are closed and their physical location identified.</i>
<i>Follow-up of archival action plan and use of the new NOHE building in an organized manner</i>	<i>Transfers, moves to NOHE and eliminations prepared.</i>	<i>By June 2018 both for elimination and transfer to the Historical Archives; by end of 2018 for moves to NOHE</i>
<i>Consolidation of internal communication and collaborative working methods</i>	<i>WIKI fully operational and actively used</i>	<i>Steady increase of WIKI usage throughout the year, supported by an active user community. (Baseline: 700 users at end-Oct 2017) Content available to other DGs by end June 2018</i>

E. External communication activities

DG REGIO is on track to reach the targets set in the 2016-2020 Strategic Plan in the area of external communication.

Data from the latest Eurobarometer survey (May 2017) suggest that the percentage of EU citizens that have a positive image of the EU is stable, even slightly increasing: 40% of them have a positive image, 37% neutral and 21% negative, while in 2015 these percentages were 39%, 37% and 22% respectively. This survey also suggests that the percentage of EU citizens that are aware of EU funded projects in their region is also increasing (35% of awareness in 2017, for 34% in 2015). In addition, 78% of those citizens who are aware about regional policy have a positive opinion about the impact of our investments at regional and local level, for 75% in 2015. This is particularly noteworthy, considering the volume of funds managed by the DG and its role as key component of the Commission's drive to fulfil its political priorities.

As regards actions planned for 2018, they pursue the implementation of the REGIO Communication Strategy for 2017-2020 and joint communication actions proposed by Commissioners Crețu and Thyssen (with regular progress reports to the Council), including contribution to corporate / strategic communication (target: 5 strands implemented, EUinmyRegion 2018, regional and local dialogues, Association Media, Promotion and Diffusion, MYRegions) and active participation in the Corporate Campaign (#InvestEU, EU empowers, EU protects). Furthermore, a series of targeted events will be launched to promote results of cohesion policy among stakeholders, on the occasion of its 30th anniversary. This includes in particular a debate on 30 years of achievements of cohesion policy on the 21st of March.

REGIO will continue cooperating closely with DG COMM, the "Communication Network" and the "Corporate Communication Steering Committee", in order to ensure that corporate communication actions reflect both the important contribution of ESI Funds towards reaching growth and jobs objective, and 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.

The European Week of Regions and Cities (8-10 October 2018) will represent a new important opportunity for dialogue between the Commission, regions and cities on the delivery of the Commission's political priorities.

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.

The main communication outputs planned for 2018 are illustrated in greater detail 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 2018:

Output	Indicator	Target
<i>Open call for media</i>	<i>Audience reach</i>	<i>To be disclosed after completion of the selection procedure</i>
<i>EU delivers in the regions</i>	<i>Sum of the audiences reached (primary audiences for this campaign)</i>	<i>10 million⁶</i>

⁶ Additional details about target audience to be made available after completion of the selection procedure.

	<i>are local population segments who have low awareness of the EU and EU action in their region)</i>	
<i>Local debates</i>	<i>Nr of debates</i>	<i>60</i>
<i>Many Think – Youth Campaign – Roadtrips through four circuits of projects supported by the EU</i>	<i>Number of people reached Number of impressions (like/dislike, etc) Messages pick up and spread</i>	<i>To be disclosed after completion of the selection procedure</i>
<i>Event "Cohesion at 30"(21 March):</i>	<i>N° participants Media reach</i>	<i>180 >50,000</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>3.500 50 >500.000</i>
<i>European Week of Regions and Cities (Brussels, 8-12 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>Euronews – Real Economy (13 Episodes) (DG ECFIN, EMPL, REGIO)</i>	<i>Reached Audience Social media reach</i>	<i>>5 million 6,5 million</i>
<i>Publications (incl. 4 issues of Panorama magazine)</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: Downloads: Going local seminars: N. of countries N. of participants</i>	<i>190 million 66,200 followers on Twitter 160 million 7,500 fans on Facebook YouTube: 130 million Yammer: 2,500 members InfoRegio: 1.5 million visitors 200,000 4 >300</i>

In line with applicable reporting and transparency requirements, an estimate of REGIO's overall communication spending for 2018 is provided below.

Annual communication spending:	
Baseline (2017)	Estimated commitments (2018)
EUR 24.8 million	EUR 23 million

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

Ensuring an efficient delivery mechanism for Cohesion Policy post-2020 through a simplified framework to be included in the forthcoming legislative proposal

Building on the extensive preparation work carried out in the past few years, DG Regional and Urban Policy will submit its proposal for the post-2020 regulatory framework by June 2018.

In doing that, the DG will look to design a much simplified framework, maximising all possible complementarities with other EU funding instruments. Particular attention will also be devoted to the "implementability" of the various components of the proposed framework.

Altogether, DG REGIO will strive to propose an ambitious package of changes geared towards increased flexibility and simplification in the management, monitoring and use of the Funds. This should greatly streamline the work of programme authorities and beneficiaries, as well as the supervisory activities of the Commission, further increasing the focus on achieving results and ultimately contributing to designing a more efficient delivery mechanism for the Policy post-2020.

To this end, a number of options are currently being explored and developed. Among the main ones:

- The possibility to make Cohesion Policy more flexible to face new challenges, for instance through an unallocated capacity;
- Measures to ensure a faster implementation and smoother transition between programming periods;
- A single rule book for Cohesion Policy and other funding instruments with programmes or projects of the same type, to foster consistency of investment strategies and simplification for beneficiaries;
- Including new criteria for the allocation of the funds, linked to the challenges Europe faces (e.g. demography, unemployment, social inclusion and migration, climate change).

Actions aiming at increasing the efficiency of internal processes

In order to continuously explore ways of enhancing the effectiveness and efficiency of its internal processes, DG Regional and Urban Policy has put in place a permanent Business Process Team (BPT). It is focused on strengthening the alignment between the mission of REGIO, its business processes and the underlying supporting IT tools, in particular in the on-going context of simplification and reduced human resources. Its mandate is to define and review business processes in REGIO and ensure simplification, coherence and completeness.

In 2018, specific efforts will continue to be devoted to the review and reengineering of internal processes. The selection of procedures will be based on possible efficiency gains, frequency of the process, complexity, risks and other metrics. Among the possible topics foreseen at this stage are:

- further improvements to the OP amendment process;

- adjustments to the 2014-2020 annual closure of accounts procedure, building on the experience gained in the 2018 exercise;
- further improvement to the treatment of multi-CCI processes.

While an estimate of possible efficiency gains is not yet available, as this will result from the detailed business review that will be carried out, the identification of procedures selected for review will be done taking into account the feedback and suggestions provided by client units. This will ensure that the streamlining efforts will focus on areas with the highest potential for rationalisation.

Annex 1. Dashboard supporting the monitoring of 2018 objectives

Multiannual priorities	Priority Objectives 2018	Main Indicators and Targets 2018	
		REGIO responsibility ⁷	REGIO supervision (Combined or Member State responsibility) ⁸
<p>1. Contribute to deliver Commission priorities (Jobs, Growth and Investment, Digital Single market, Energy Union...)</p>	<p>1.1 Support an accelerated delivery of the 2014-2020 programmes objectives by Member States ensuring quality of investment</p>	<p>1. a Ensure active support, monitoring and follow up of programme implementation. <i>(Target: for all operational programmes, participation in monitoring committees and review meetings, Annual Implementation Reports (AIRs))</i></p> <p>1. b Rolling out of specific actions supporting implementation efforts in High risk programmes. <i>(Target: Timely implementation of action plans for programmes at risk)</i></p> <p>2. Ensure close and structured scrutiny of the performance of programmes in preparation of the 2019 Performance Review <i>(Target: Assessment of programme performance following review of AIRs, building on the scorecard of progress against the Performance Framework, and appropriate follow-up; Outcome of assessment to be reflected in the DG's list of programmes at risk monitored throughout the year).</i></p> <p>3. Partnership Agreements (PAs)/OP modifications adopted on time <i>(Target: 100% interrupted time not counted)</i></p> <p>4. % of Major Projects submitted by end-September 2018 adopted within 3 months <i>(Target: 100% Interrupted time not counted)</i></p>	<p>MS</p> <p>42. a. % allocated to the operations selected for support / total allocation for ERDF and CF for 2014-2020. <i>(Target: At least equal to 70% at end 2018, baseline: 44.2% at end Nov 2017)</i></p> <p>42. b. % claimed by Member States (MS) /overall allocation by Commission for ERDF and CF for 2014-2020 (i.e. interim payments submitted). <i>(Target: 21% at end 2018, baseline: 5.5% at end Sept. 2017)</i></p> <p>Combined</p> <p>43. Nr of programmes considered at risk <i>(Target: Reduction compared to end 2017; baseline 37 at end Nov 2017).</i></p> <p>MS</p> <p>44. Number of foreseen major projects submitted to the Commission. <i>(Target: 150, including Jaspers projects)</i></p>

⁷ Responsibility for the delivery of target results lies with DG REGIO

⁸ 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 2018	Main Indicators and Targets 2018	
		<p>5. Follow-up non-fulfilled ex-ante conditionalities (ExACs). <i>(Target: Active follow-up of outstanding issues including adopting suspension decisions before end Q1 2018 and work towards lifting by end 2018)</i></p> <p>6a. Amendments to secondary legislation as a follow-up to the adoption of the Omnibus regulation. <i>(Target: by end of Q3)</i></p> <p>6b. Amendments to guidance as a follow-up to the adoption of the Omnibus regulation. <i>(Target: by end of Q3)</i></p>	
	<p>1.2 Encourage a wider uptake of financial instruments and promote complementarity with EFSI</p>	<p>7.a Ensure active support for the set-up and implementation of financial instruments in Member States. <i>(Target: All announced guidance notes to be finalised by end-Mar 2018)</i></p> <p>7.b. Deliver FI-compass assistance in accordance with the work programme 2018. <i>(Target: 100% of products agreed for the respective period delivered)</i></p> <p>8. Disseminate information on identified ESIF-EFSI projects. <i>(Target: 20 by end-2018)</i></p>	<p>MS 45. Amounts of programme contribution invested into final recipients⁹ and spent for management costs and fees <i>(Target: EUR 5 billion by the end of 2018, baseline EUR 1.5 billion at end of 2017)</i></p> <p>Combined 46. Identification of ESIF-EFSI projects in all MS. <i>(Target: approval by EFSI governance/EIB Board of 20 ESIF-EFSI projects by end-2018)</i></p>
	<p>1.3 Provide specific support to improving Member States capacity to administer and implement the Funds</p>	<p>9. Timely implementation of the administrative capacity initiative. <i>(Target: Public Procurement and State Aid Action Plans implemented according to plan, all valid PEER-2-PEER demands submitted by MS addressed; Integrity Pacts successfully implemented; Jaspers Networking Platform activity implemented; wide use of the Competency Framework and the self-assessment tool; launch of 5 pilot projects on Administrative Capacity Building)</i></p> <p>10. Provision of specific support to MS through the Evaluation</p>	

⁹ This includes the amounts effectively paid to final recipients or for the benefit of final recipients, committed for guarantee contracts covering a multiple amount of new loans/risk-bearing instruments for new investments

Multiannual priorities	Priority Objectives 2018	Main Indicators and Targets 2018	
		<p>Helpdesk. <i>(Target: all requests treated)</i></p> <p>11. Coordinate effectively with the Structural Reform Support Service to ensure <i>synergies (Target: timely contribution to consultation on requests from MS under the SRSP)</i></p> <p>12. Roll-out the Catching-up Regions Initiative. <i>(Target: Implementation of related actions according to plan)</i></p>	
<p>2. Develop cohesion policy and establish close links to other EU policies</p>	<p>2.1 Contribute to the preparation of the Commission's proposal for the next MFF and develop a robust regulatory framework for cohesion policy for the period post-2020</p>	<p>13. Contribution to the preparation of the Commission's proposal for the next Multi-annual Financial Framework in relation to Cohesion Policy and EUSF. <i>(Target: by end May 2018, feeding proposals going beyond cohesion policy e.g. unallocated capacity).</i></p> <p>14.a. Impact assessment and consultation process finalised <i>(Target: by May 2018)</i></p> <p>14.b. Proposal for the post-2020 regulatory framework prepared in complementarity with other EU funding instruments by June 2018. (Preparation through internal working groups which will ensure "implementability" check among other).</p> <p>15. Experiment with new forms of support for better harnessing globalisation and delivering inclusive growth. <i>(Target: Implementation of 2 pilot actions: 10 regions in industrial transition and 8 inter-regional partnerships supported).</i></p>	
	<p>2.2. Position Cohesion Policy as major contributor to EU policies</p>	<p>16. REGIO's contribution to the European Semester: <i>(Target: contribution to the Annual Growth Survey, SWDs, Country Reports and Country Specific Recommendations, participation in all country team meetings)</i></p> <p>17. Establish strong links between cohesion policy and relevant Commission initiatives and Instruments. <i>(Target: References to interaction with Cohesion Policy in Commission initiatives ; contribution to country teams and platform for Coal Regions in</i></p>	

Multiannual priorities	Priority Objectives 2018	Main Indicators and Targets 2018	
		<p><i>Transition)</i></p> <p>18. Position smart specialisation as a key element of EU industrial, research and innovation policies. <i>(Target: implementation of the administrative agreements on "S3Platform" and, "Stairway to Excellence", "lagging regions" and "5.1.2 Targeted RIS3 support to Romania" according to their work plans and contribution to other initiatives)</i></p>	
3. Demonstrate and disseminate the EU added value of cohesion policy	3.1. Provide and report evidence on the effectiveness and EU added value of Cohesion Policy	<p>19.a Annual summary report based on AIRs and on the synthesis of evaluation results reported by OPs. <i>(Target: by end 2018)</i></p> <p>19.b Annual Summaries of data on the progress made in financing and implementing financial instruments under ESIF 2014-2020. <i>(Target: by end-Nov 2018)</i></p> <p>20. Assessment of the reliability of MS systems for the reporting of performance data. <i>(Target: Analysis of audit results communicated by audit authorities and 100% of the audits on performance indicators carried out by REGIO, as foreseen in the audit plan)</i></p>	<p>MS</p> <p>47. AIR are submitted on time and are of good quality <i>(Target: all)</i></p> <p>48. Reliability of all data systems assessed by the audit authorities, providing a robust basis for the 2019 performance review. <i>(Target: by end of 2018, audit results on performance data available from at least 15 of the more risky programmes, as defined in the audit plan)</i></p>
	3.2 Communicate to citizens and stakeholders the results of Cohesion Policy programmes and their contribution to the delivery Commission political priorities.	<p>21. Implementation of REGIO Communication Strategy 2017-2020 and joint communication actions proposed by Commissioners Crețu and Thyssen (regular progress reports to the Council), including contribution to corporate / strategic communication. <i>(Target: 5 strands implemented, EUinmyRegion 2018, regional and local dialogues, Association Media, Promotion and Diffusion, MYRegions) and active participation in the Corporate campaign (#InvestEU, EU empowers, EU protects)</i></p> <p>22. Updates of the open data platform <i>(Target: 3 updates by end 2018, reflecting periodical submission of performance and financial data by MS)</i></p> <p>23. European Solidarity Corps Interreg internships <i>(Target: 210 by end 2018, baseline 80 by end 2017)</i></p>	<p>MS</p> <p>49. Systematic discussion in monitoring committees on the implementation of MS' communication plans</p> <p>50. Increase usage of the open data platform <i>(Target: steady increase compared to baseline at end 2017)</i></p>

Multiannual priorities	Priority Objectives 2018	Main Indicators and Targets 2018	
4. Support territorial cohesion in Europe	4.1 Enhance policy coordination in the area of territorial and urban development.	24. Urban Innovative Actions (UIAs): completed selection of projects for the third call by end 2018 (amounting to EUR 80-100 million) 25. Number of participants in Urban Development Network (UDN) activities and other events for actors implementing integrated urban/territorial strategies. (Target: 1,000 participants)	MS 51. Implementation of the EU Urban Agenda. (Target: 4 action plans finalised by end 2018)
	4.2 Support the implementation of macro regional strategies and steer the outermost region strategy	26. 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) 27. Steering the implementation of the new outermost regions strategy (Target: Implementation of the roadmap in line with the timetable)	
	4.3 Implement measures to address remaining cross-border obstacles	28. Communication follow-up by the Border Focal Point (Target: Implementation of the 10 actions proposed in the Communication on Border Regions in line with foreseen timetable)	
5. Ensure sound financial management of the funds	5.1 Close the 2007-2013 programme and the remaining open 2000-2006 ERDF programmes and pre-2000 open irregularities	29. Closure or pre-closure proposal sent (Target: 317 out of 317 OP) 30. Closure of open irregularities in 2000-2006 ERDF programmes (Target: processing 90% of all completed files of open cases by end 2018)	Combined responsibility: 52. % of 2007-2013 programmes closed, including pre-closures, out of the total. (Target: more than 60%, baseline at end-2017: around 30%) 53. Closure of pre-2000 open irregularities by end 2018. (Target: 95%, baseline at end 2017: approximately 100 cases)
	5.2 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	31. Implementation of the DG's audit plan and desk work. (Targets: at least 90% of the audit missions foreseen in the audit plan carried out, taking into account the evolving situation in terms of risks; assessment of the functioning of the MCS provided for all OPs, and timely update of the monitoring table with available information). 32. Budgetary discharge obtained for the year 2016	MS 54. % of annual control reports received from audit authorities with an opinion and residual error rate that can be relied upon. (Target 95%)

Multiannual priorities	Priority Objectives 2018	Main Indicators and Targets 2018	
	<p>5.3 Obtain complete and accurate accounts for the accounting year</p>	<p>33. % of programmes informed about the Commission's decision on whether to accept the annual accounts. <i>(Target: 100% by end-May 2018)</i></p>	
	<p>5.4 Safeguard EU funds through a rigorous policy on interruption and suspension of payments</p>	<p>34. Adoption of adequate measures in case of deficiencies impacting the legality and regularity of expenditure in excess of the 10% retention. <i>(Target: Issuance of warning/interruption/pre-suspension letters within 2 months)</i></p>	<p>Combined responsibility 55. % of the Annual Activity Report 2017 reservations cases lifted. <i>(Target: 50% by end 2018)</i></p>
<p>6. Improve Human resource management and the performance of internal processes</p>	<p>6.1 Ensure that systems, processes and reporting tools are efficiently supporting the implementation of 2014-2020 programmes and are prepared for the post 2020 period</p>	<p>35. a. Delivery of improved processes and functionalities supporting the 2014-2020 programming period in the REGIO IT systems. <i>(Target: IT and BPT work plans fully implemented)</i></p> <p>35. b. Prepare the grounds for a common ESIF internal IT workflow system supporting the business processes for the post-2020 period <i>(Target: according to agreed work plans)</i></p> <p>36. Implementation of the Commission's new internal control framework within REGIO. <i>(Target: analytical framework in place by end Q1 2018 and first assessment exercise feeding into AAR 2017 formalised by end Feb 2018)</i></p>	
	<p>6.2 Ensure effective sharing and reuse of information and knowledge within the DG</p>	<p>37. Steady increase of WIKI usage throughout the year, supported by an active user community. <i>(Target: increase compared to baseline (700 users at end-Oct 2017); content available to other DGs by end June 2018)</i></p> <p>38. Percentage of registered documents that are not filed. <i>(Target: below 1%)</i></p>	
	<p>6.3 Effectively deploy REGIO resources and ensure an engaged and productive workforce driven by effective and</p>	<p>39. Assessment of HR resources allocation to the delivery of REGIO 2018 objectives. <i>(Target: by end May 2018)</i></p> <p>40. Work towards fulfilment of indicative target set by central services as regards the appointment of female HoUs <i>(Target: 3</i></p>	

Multiannual priorities	Priority Objectives 2018	Main Indicators and Targets 2018	
	gender-balanced management	<i>female Head of Unit by Nov 2019)</i> 41. Implementation of new mobility policy. <i>(Target: More than 50% of mobile staff has a new assignment by the end of 2018)</i>	