



Strategic Plan 2016-2020*

DG Regional and Urban Policy

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

Contents

PART 1. Strategic vision for 2016-2020.....	3
A. Mission statement.....	3
B. Operating context	4
C. Strategy.....	6
i) Overview of DG REGIO contribution to the Commission general objectives	6
ii) DG REGIO strategy to contribute to the delivery of the Commission general objectives	8
General Objective 1 – A new boost for Jobs, Growth and Investment	8
General Objective 2 - A Connected Digital Single Market	13
General Objective 3 - A Resilient Energy Union with a Forward-Looking Climate Change Policy.....	16
General Objective 4 - A Deeper and Fairer Internal Market with a Strengthened Industrial Base	20
General Objective 8 - Towards a New Policy on Migration	24
iii) Overview of main external factors influencing the achievement of the intended results	26
D. Key performance indicators (KPIs).....	27
E. Link between the policy performance framework and REGIO multiannual priorities.	28
PART 2. Organisational management.....	29
A. Human Resource Management	29
B. Financial Management: Internal control and Risk management.....	31
C. Better Regulation.....	34
D. Information management aspects	36
E. External communication activities	37
Annex to the Strategic Plan (Policy Performance tables)	39
I. General objective 1, associated specific objectives and indicators	39
II. General objective 2, associated specific objective and indicator	45
III. General objective 3, associated specific objectives and indicators	46
IV. General objective 4, associated specific objectives and indicators	48
V. General objective 8, associated specific objective(s) and indicator(s).....	51

PART 1. Strategic vision for 2016-2020

A. Mission statement

The mission of the Directorate General for Regional and Urban Policy is reflected in its corporate identity:

Our goal: Regions growing together

Our Vision

Our vision is a European Union where people in all our regions and cities can realise their full potential. We aim for lasting improvement in the economy and quality of life for everybody, wherever they live.

Our principles and values

Openness, integrity, objectivity and accountability are our core values. We are committed to the highest standards and the best results.

Who we are

We are some (700) professionals from all over the European Union who understand the diverse challenges faced by the Member States and their regions. We use our wide range of expertise to target investments that foster growth and create jobs. We aim to become a knowledge base within the Commission to inform policy making with regional data and intelligence.

How we work

We work with the Member states, regions and other stakeholders to assess needs, finance investments and evaluate the results from a long-term EU perspective. Together we ensure that the money is well spent.

We take pride in what we do and strive to make a difference.

Our priorities for 2016-2020

In order to increase its focus on the actions that can have the greatest influence on the delivery of policy results, and thus enhance policy performance, DG Regional and Urban Policy has identified six multiannual priorities. In order to maximize its efforts towards the effective delivery of corporate objectives, DG REGIO has aligned its multiannual priorities to the Commission political priorities for 2016-2020, while also ensuring consistency with its Treaty-based objectives and seeking maximum efficiency of its operations.

B. Operating context

Treaty obligations and other related policy objectives

Article 174 of the Treaty on the Functioning of the European Union (TFEU) provides that, in order to strengthen its **economic, social and territorial cohesion**, the Union is to aim at reducing disparities between the levels of development of the various regions and the backwardness of the least favoured regions or islands, and that particular attention is to be paid to rural areas, areas affected by industrial transition, and regions which suffer from severe and permanent natural or demographic handicaps.

The EU is committed to creating more and better jobs and a socially inclusive society. These goals are also at the core of the **Europe 2020 strategy**, which sets the political framework for the 2014-2020 period.

DG Regional and Urban Policy provides support to deliver these objectives, notably through the interventions financed under the **European Regional Development Fund (ERDF)** and the **Cohesion Fund (CF)** which, together with the other ESI Funds, are the European Union's main instrument for investment. Through the ERDF and CF, a critical mass of investment is delivered in key EU priority areas, to respond to the needs of the real economy by supporting job creation, business competitiveness, economic growth, sustainable development, and by improving citizens' quality of life, thus contributing to the goals of the Europe 2020 Strategy for smart, sustainable and inclusive growth and the objectives of Cohesion Policy established in the Treaty.

In addition, REGIO is also involved in the management of the following instruments:

- The **Instrument for Pre-accession Assistance (IPA)**, which is the means by which the EU supports reforms in the 'enlargement countries' with financial and technical help. REGIO's involvement in the accession process is twofold: REGIO monitors developments under chapter 22 of the EU acquis ("regional policy and coordination of structural instruments") and participates in the consequent accession negotiations on the said chapter, while also managing the Interreg-IPA programmes with beneficiary countries.
- The **European Union Solidarity Fund (EUSF)**, which is an instrument distinct from those of Cohesion policy and was set up in 2002 to grant financial assistance to Member States and to countries negotiating their accession to the EU, mainly in the event of major national or regional natural disasters.

Types of intervention and responsibility of the Commission

These instruments are implemented under different management modes:

Shared management (ERDF and CF; EUSF)

Under the shared management mode, the co-legislator fixes the legal framework and determines the allocations by MS and category of region. The Commission adopts the programmes. As regards implementation, the Commission cooperates with Member States' administrations (at national, regional and local level), who are in charge of the operational implementation.

As regards the EUSF, the Commission is responsible for assessing the applications received and - if the applications are accepted - for proposing an amount of aid to the European Parliament and the Council who have to approve it. Once the budget appropriations become available, the aid is paid after the adoption of a decision awarding the financial contribution from the Fund. For non-Member States, the signing of an agreement between the Commission and the beneficiary State is mandatory. Once the financial contribution has been paid out, the beneficiary State is responsible for the implementation including the selection of operations and their audit and control.

Indirect management (IPA)

DG REGIO is involved in IPA through the management of an envelope of external aid under the instrument's Components II (regional cooperation) and III (regional development) in 2007-2013 and under policy area "regional cooperation" in 2014-2020. In addition, an envelope of EUR 371 million over the 2014-2020 implemented under indirect management is devoted to Urban Innovative Actions, the objective of which is to identify and test new solutions through pilot projects in cities.

Total EU allocations to 2014-2020 instruments managed by DG Regional and Urban Policy:

Fund	2014	2015	2016	2017	2018	2019	2020	Total
CF	6.109.377.188	10.173.251.052	8.738.484.012	9.081.899.076	9.420.441.963	9.780.746.616	10.092.313.430	63.396.513.337
ERDF	17.082.243.979	33.206.665.342	26.861.433.397	28.494.388.102	29.361.811.494	30.249.986.974	31.098.480.427	196.355.009.715
IPA	-	6.101.230	5.171.292	9.396.205	9.584.130	9.775.812	9.971.331	50.000.000
Grand Total	23.191.621.167	43.386.017.624	35.605.088.701	37.585.683.383	38.791.837.587	40.040.509.402	41.200.765.188	259.801.523.052

Added value of EU intervention

Funds under the management of DG Regional and Urban Policy and in particular ERDF and CF are the EU's main budgetary instrument for investment in growth and jobs.

The added value of the implementation of Cohesion Policy at EU level is that:

- It delivers investment in all regions to support the achievement the goals and headline targets of the Europe 2020 Strategy for smart, sustainable and inclusive growth, supporting the delivery of EU priorities and the targeted provision of European public goods in areas such as research and innovation, information and communication technologies, Small and Medium-sized Enterprise (SME) development and the low-carbon economy.
- It concentrates resources on the poorest regions enhancing the potential for jobs and growth and supporting the development of the Single Market. In addition, this produces spillover effects from less developed regions to the rest of Europe, via increased trade flows.
- It supports innovative solutions in research and development, climate change, energy, environment and transport, through the development of strategies, financial instruments, dedicated support platforms and exchange of experience, particularly across borders and in Macro-regions. These solutions often spillover into national policies.
- It provides a link between European policy objectives and national and subnational actors, through its shared management and partnership mechanisms and provides concrete support for structural reforms through Country Specific Recommendations (CSRs) in the framework of the European Semester.
- It increases efficiency and quality of public expenditure through an enhanced use of financial instruments, encouraging synergies between ESI Funds and with other EU funding instruments, addressing the preconditions for effective expenditure through ex-ante conditionalities, and requiring result orientation and the application of performance frameworks.
- It builds administrative and institutional capacity, inducing – through its delivery system and the support mechanisms provided by DG REGIO – institutional and administrative change, promoting long-term planning, mobilising a wide range of partners, diffusing a culture of evaluation and monitoring of public policies, and reinforcing control and audit capacities.

DG Regional and Urban Policy and its highly skilled professionals possess specific competencies and regional knowledge which enable them understand the diverse challenges faced by the Member States and their regions. This regional intelligence and expertise provide invaluable support to local and regional partners and the other Commission services in the definition and implementation of

effective national and regional strategies to strengthen territories' intangible assets and foster sustainable growth and job creation.

C. Strategy

President Juncker has committed to renew the European Union on the basis of an **Agenda for Jobs, Growth, Fairness and Democratic Change** focusing on ten priorities¹. These have been translated into general objectives shared by all contributing Commission Services in order to set-up an integrated performance framework.

i) Overview of DG REGIO contribution to the Commission general objectives

The role and responsibilities of DG Regional and Urban Policy in delivering the goals of this agenda throughout the Commission mandate have been defined in **Commissioner Crețu's** mission letter.

The mandate formulated by President Juncker calls for a prominent role for DG Regional and Urban Policy. Its activities contribute in various ways to most of the Commission priorities, through funding, as well as 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:

- (1) A New Boost for Jobs, Growth and Investment;
- (2) A Connected Digital Single Market;
- (3) A Resilient Energy Union with a Forward-Looking Climate Change Policy;
- (4) A Deeper and Fairer Internal Market with a Strengthened Industrial Base;
- (8) Towards a New Policy on Migration.

The specific objectives capturing REGIO's concrete contributions towards these corporate goals correspond to ERDF and CF thematic objectives (TOs). These are a pre-defined set of high-level thematic objectives corresponding to EU priorities established for in the regulatory framework for all ESI Funds. They constitute the basis for identifying specific objectives, accompanied with indicators, baselines and targets, at the level of the investment priorities in each ESIF programme, to ensure that regional and national investment contributes to the Europe 2020 objectives.

REGIO funding and non-financial contributions are presented in the mapping below:

¹ A New Start for Europe: My Agenda for Jobs, Growth, Fairness and Democratic Change Political, http://ec.europa.eu/priorities/docs/pg_en.pdf

RELEVANT EC PRIORITIES (GENERAL OBJECTIVES)	CONTRIBUTION THROUGH FUNDING (SPECIFIC OBJECTIVES)	NON-FINANCIAL CONTRIBUTIONS (EXAC, CSRS, LEVERAGING PUBLIC AND PRIVATE INVESTMENT, ...)
<p>1. Jobs, Growth and Investment</p>	<p>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</p>	<p>ExAC on: Research and Innovation/smart specialisation SME/Small Business Act Water, waste and EIA/SEA legislation</p> <p>"Investment Challenges Box"</p>
<p>2. Digital Single Market</p>	<p>TO2: information and communication technologies</p>	<p>ExAC on: Strategic policy framework for digital growth Next generation Network Plans</p>
<p>3. Energy Union and Climate</p>	<p>TO4: shift towards low-carbon economy TO5: climate change adaptation, risk prevention and management TO7: smart energy infrastructure</p>	<p>ExAC on: Smart energy distribution, storage and transmission systems Energy efficiency Cogeneration Renewable energy Risk assessments</p>
<p>4. Internal Market</p>	<p>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</p> <p>Territorial cooperation</p> <p>Outermost Regions</p> <p>IPA</p>	<p>ExAC on: Public Procurement State Aid Comprehensive plans for transport investments Smart Specialisation Strategies</p> <p>Macroregional Strategies Cross-Border Review</p>
<p>8. Migration</p>	<p>Integration through: TO8: employment and labour mobility TO9: social inclusion TO10: education, skills and lifelong learning</p> <p>Urban Innovative Actions</p> <p>IPA Transfer to EU Trust Fund for Syria</p>	<p>Urban Agenda</p> <p>Support to MS in identifying possible scope for assistance through ERDF</p>

**: The "Investment Challenges box" is a new tool defined in the framework of the streamlined European Semester, identifying challenges to investment and areas where corrective measures are needed to improve the effectiveness of public funding.*

An overview of the DG's strategy to contribute to the attainment of the relevant Commission general objectives, including the logical links between the DG's contributions and the delivery of the expected results, is provided in the following section for each of the relevant general objectives.

ii) DG REGIO strategy to contribute to the delivery of the Commission general objectives

This section outlines DG REGIO strategy to contribute to the attainment of the relevant Commission general objectives. The intervention logic presented below for each of the general objectives shows how the planned actions carried out by DG REGIO contribute to the delivery of the Commission priorities, by setting the logical links between inputs, actions financed, outputs, and results and impacts.

General Objective 1 – A new boost for Jobs, Growth and Investment

The Juncker Commission's top priority is to get Europe growing again and to increase the number of jobs without creating new debt. Investment has been missing from our economics in recent years. Alongside making structural reforms and pursuing responsible management of finances, investment levels also need to be restored to overcome the crisis, kick-start jobs and growth and sustain them. The corporate indicators selected by DG REGIO in relation to this objective aim at increasing the share of GDP invested in R&D, the employment rate, the educational attainment and the Gross Fixed Capital Formation investments to GDP ratio, while reducing the number of early leavers from education and training and of people at risk of poverty or social exclusion. The related performance tables are presented in Annex.

In order to better capture the specific contribution of ESI Funds to the achievement of long-term outcomes illustrated by the impact indicators defined at corporate level, DG Regional and Urban Policy has developed a set of DG-specific impact indicators using data resulting from the macro-economic model QUEST, in cooperation with DG ECFIN. These indicators capture the expected % increase in GDP², employment and private investment due to the implementation of 2014-2020 ESIF programmes.

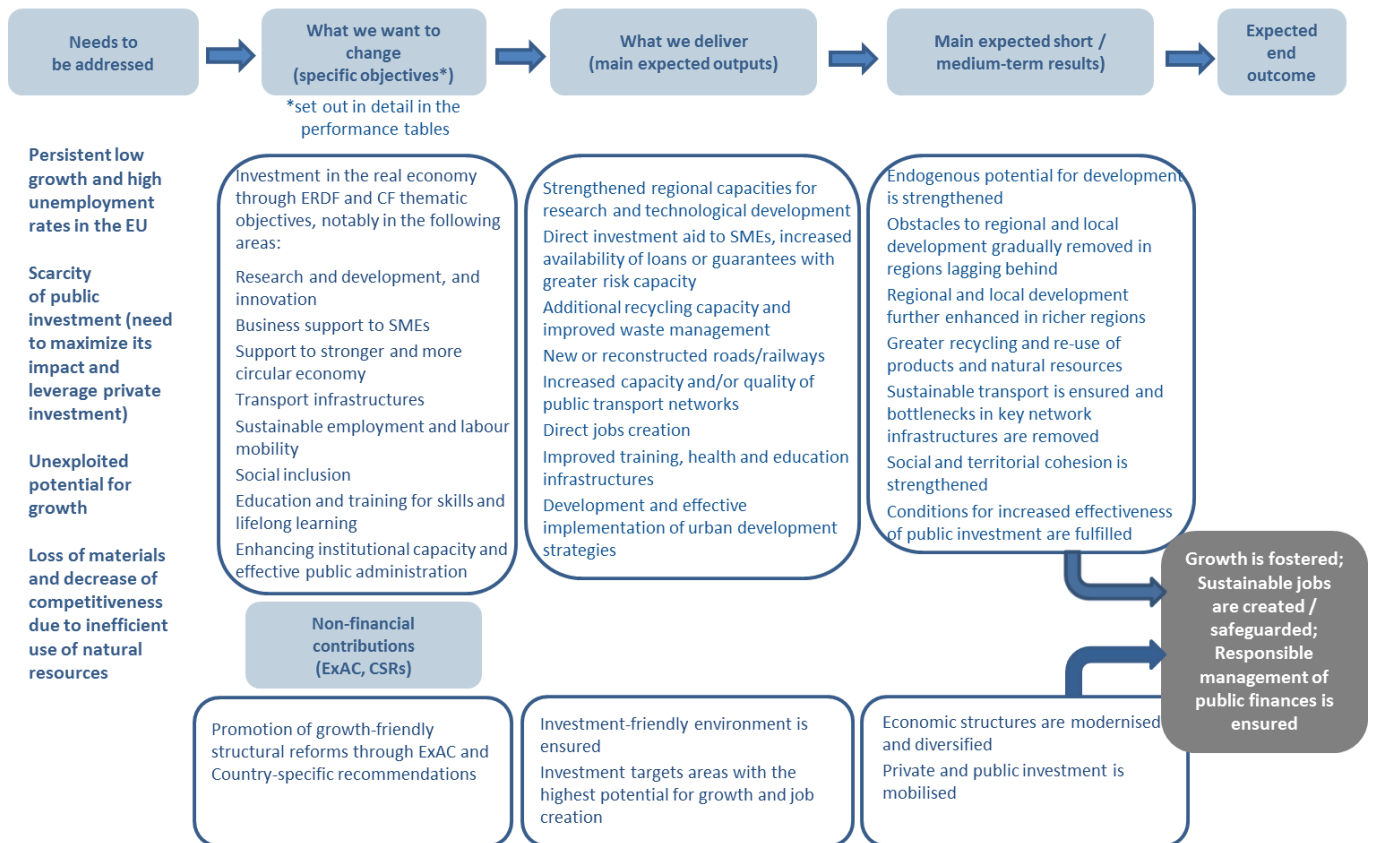
In addition, in order to capture the contribution of cohesion policy to the growth of the Europe's regions, DG Regional and Urban Policy will also use "Dispersion of GDP per capita (all MS)" as DG-specific impact indicator.

REGIO strategy to contribute to the attainment of the intended results

The diagram below shows how the planned actions carried out by DG REGIO through the implementation of regional and national programmes in the Member States contribute to the delivery of the Commission priority.

² Measuring by how much the variable (GDP or investment) is expected to increase (in %) thanks to ESIF support

1. A new Boost for Jobs, Growth and Investment



DG Regional and Urban Policy will contribute to the priorities set out by the Juncker Commission through:

1. A critical mass of funding, concentrating resources on smart growth and low-carbon economy

For the 2014-2020 programming period, EUR 190.7 billion has been allocated to ERDF and CF to kick-start growth and job creation³. Adding to this figure national co-financing, which is expected to reach some EUR 65.5 billion, the total investment will amount to at least EUR 256.2 billion.

Past experience showed that ESIF funding did not always have the desired impact due to lack of critical mass. For this reason, the policy was reformed to ensure that the 2014-2020 programmes concentrate on key investment areas and growth bottlenecks. As a result, the policy is now focused more on smart growth, including research and innovation, information and communication technologies, Small and Medium-sized Enterprise (SME) development and the low-carbon economy, while ensuring that basic infrastructure in less developed regions is also supported where needed.

Furthermore, cohesion policy will greatly contribute to the circular economy. With a much stronger focus (with the mandatory ring-fencing) on innovation, low-carbon economy and resource efficiency, many operational programmes now include significant investments directly linked to the circular economy, be it on design/ecodesign and product conception, the bio-economy, industrial symbiosis, new business models or energy efficiency.

³ Allocations only covering thematic objectives 1, 3, 6, 7, 8, 9, 10 and 11 (ERDF and CF combined), which have been directly linked to the EC priority 1 in the mapping of REGIO contributions presented on page 7 above.

2. Leveraging public and private investment through an increased use of financial instruments

In line with the objectives of the Investment Plan and the Commission's Work Programme, access to funding notably for SMEs and investors has been reinforced. This should bring at least €20 billion of additional public and private investments between 2015 and 2017. Technical assistance will also be provided to help Member States in the uptake of these instruments, especially through fi-compass. Synergies between the ESI Funds and the European Fund for Strategic Investments (EFSI) will also be exploited so as to better deliver on EU goals of growth and jobs in the near future.

3. More than money: fostering structural reforms, improving investment conditions and accompanying effective implementation

A key element of the policy framework is support to structural reforms, notably through the implementation of Country Specific Recommendations (CSRs) in the framework of the European Semester process. These were the Commission's starting point for discussions with Member States in order to ensure a strong link between the funding priorities for 2014-2020 Partnership Agreements and programmes and the Europe 2020 targets. Examples of CSRs where the funds will support reforms include research, development and innovation (R&I), access to finance, business environment, sustainable energy investments, health sector and administrative capacity.

Improved investment conditions will also result from the application of ex ante conditionalities, which were introduced as part of the reforms for the 2014-2020 period. They require that regulatory and policy frameworks are in place and that there is sufficient administrative capacity before investments are made, thus improving the effectiveness and efficiency of investment supported by the ESIFs as well as other public and private investment. They cover most investment areas, including research and innovation, broadband, SMEs, water and transport, active social inclusion, health, vocational education and training. These conditionalities also cover governance and the alignment of projects with national strategies in the area of public administration modernisation.

The effective delivery of the expected results by Member States will also be supported by DG REGIO through continuous assistance to programme authorities and other stakeholders. In addition to traditional monitoring and advisory activities, specific initiatives will be introduced when needed to help Member States in specific areas. For instance, initiatives to help Member States implement Smart Specialisation Strategies ensuring that each region's competitive edge is identified and embraced will be delivered notably through the Smart Specialisation Platform. This platform supports regions and Member States in fine-tuning their specialisation priorities, improving administrative capacities to support innovators and their trans-national cooperation, notably of lagging regions. Moreover, DG REGIO ensures access to experts on smart growth issues as well as the necessary synergies with other DGs and their support instruments for thematic smart specialisation platforms that aim to generate critical mass among the participating regions and value-chain cooperation among their enterprises and research bodies.

Specific objectives and performance framework

The specific objectives identified by DG Regional and Urban Policy to support the delivery of the Commission's general objective 1 correspond to the thematic objectives 1, 3, 6, 7, 8, 9, 10 and 11 under which most of the ERDF and CF assistance is delivered to the 2014-2020 programmes.

The components constituting the performance framework for monitoring and assessing the achievement of the general objective are summarised below. They are described in greater detail in Annex 1.

General objective

1. A new Boost for Jobs, Growth and Investment

Associated Impact Indicator(s)

- COM: (EU2020)**
- (1) % of EU GDP invested in R&D (combined public and private investment)
 - (2) Employment rate population aged 20-64
 - (3) Tertiary educational attainment, age group 30-34
 - (4) Share of early leavers from education and training
 - (5) People at risk of poverty or social exclusion
 - (6) Gross Fixed Capital Formation (GFCF) investments to GDP ratio.
- REGIO-specific:**
- (1) Increase in GDP growth
 - (2) Increase in employment
 - (3) Increase in private investment
 - (4) Dispersion of GDP per capita (all MS)

Specific objectives

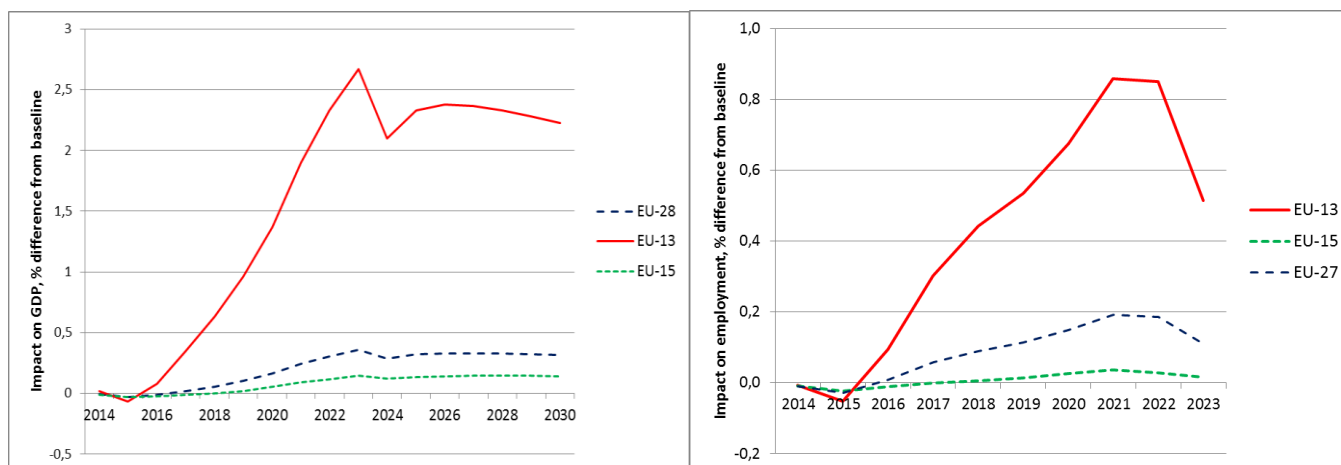
Associated output/result indicators

<p>1.1 Strengthening research, technological development and innovation (TO1)</p> <p>New researchers in supported entities Enterprises cooperating with research institutions Researchers working in improved research infrastructure facilities</p>	<p>1.2 Enhancing the competitiveness of small and medium-sized enterprises (TO3)</p> <p>Enterprises receiving support Employment increase in supported enterprises Increase in expected number of visits to supported sites of cultural and natural heritage and attractions</p>	<p>1.3 Preserving and protecting the environment and promoting resource efficiency (TO6)</p> <p>Additional population served by improved wastewater treatment Additional waste recycling capacity Additional population served by improved water supply Area of habitats supported to attain a better conservation status</p>	<p>1.4 Promoting sustainable transport and removing bottlenecks in key network infrastructures (TO7)</p> <p>Length of reconstructed or upgraded railway line Length of reconstructed or upgraded roads Length of new or improved tram and metro lines</p>
<p>1.5 Promoting sustainable and quality employment and supporting labour mobility (TO8)</p> <p>Employment increase in supported enterprises</p>	<p>1.6 Promoting social inclusion, combating poverty and any discrimination (TO9)</p> <p>Population covered by improved health services Public or commercial buildings built or renovated in urban areas Rehabilitated housing in urban areas</p>	<p>1.7 Investing in education, training and vocational training for skills and lifelong learning (TO10)</p> <p>Capacity of supported childcare or education infrastructure</p>	<p>1.8 Enhancing institutional capacity of public authorities and stakeholders and an efficient PA (TO11)</p> <p>Implementation by programme authorities of capacity building measures in agreement with DG REGIO</p>

Main expected achievements

Estimated contribution to long-term outcomes

Estimates concerning the expected contribution of ESI Funds to the achievement of long-term outcomes defined at corporate level (illustrated by the impact indicators) have been made on the basis of the macro-economic model QUEST, in cooperation with DG ECFIN. The simulations carried out show a positive impact, compared to the status quo, directly resulting from the implementation of 2014-2020 ESIF programmes on GDP growth and employment. The expected impact is particularly significant for EU-13 Member States, for which the ESI Funds represent a significant proportion of public investment.



Although the impact of 2014-2020 operational programmes is slow in the first years of implementation, this is when the impact of 2007-2013 programmes is at its maximum.

The simulations carried out using the QUEST model also show an expected increase in private investment of around 0,6% compared to the baseline by 2023, directly resulting from the implementation of 2014-2020 ESIF programmes.

The "Dispersion of GDP per capita (all MS)" is also expected to be reduced compared to the baseline (54.3% in 2014) as a result of the implementation of the 2014-2020 ESIF programmes.

Examples of expected medium-term achievements⁴

Research and innovation

Around 130,000 firms will receive R&I support and almost 72,000 researchers will benefit from improved ERDF-supported research facilities.

Supporting the growth of Europe's small and medium-sized enterprises

Under the European Regional Development Fund (ERDF) alone, 5 % of all SMEs and 8 % of all new enterprises will be supported. The ERDF will support approximately 1,100,000 enterprises, of which 129,460 will be in a position to increase their research and innovation capacity.

Protection of environment, circular economy and resource efficiency

Waste management will be supported by ERDF – with about € 5.5 billion – in the regions where this is particularly needed, leading to expected increased waste recycling capacity by 2.5 million tons.

Transport infrastructures

7,515 km railway lines, of which 5,200 km belonging to the TEN-T, will be built reconstructed or upgraded.
3,100 km of new roads will be built, of which 2,020 km will be TEN-T. 10 270 km of roads will be reconstructed, of which 798 km will be TEN-T. The 2,818 km of TEN-T road to be built or upgraded represents 5 % of the TEN-T network.
748 km of tram or metro lines will be constructed or improved.
977 km of new or improved inland waterways are foreseen.

Direct job creation

Interventions financed by DG Regional and Urban policy will support the direct creation of 423,100 new jobs, 29,500 of which will correspond to new researchers employed under ERDF research measures. Many more jobs will be created indirectly.

Social inclusion

Due to ERDF interventions, more than 40 million people will benefit from improved health services.

Education and training

As a result of the interventions financed, supported childcare or education infrastructure will improve its capacity by close to 7 million.

Strengthening administrative capacity

17 Member States will invest EUR 4.2 billion in institutional capacity building, according to their individual needs. Member States will also use part of their Technical Assistance to reinforce the capacities of authorities and beneficiaries to administer and use the ESI Funds. The total amount of Technical Assistance for ERDF and the Cohesion Fund is set at EUR 7.5 billion. In addition, Interreg programmes will contribute EUR 0.8 billion of ERDF funding to establish or consolidate cooperation structures.

⁴ Figures resulting from adopted 2014-2020 programmes

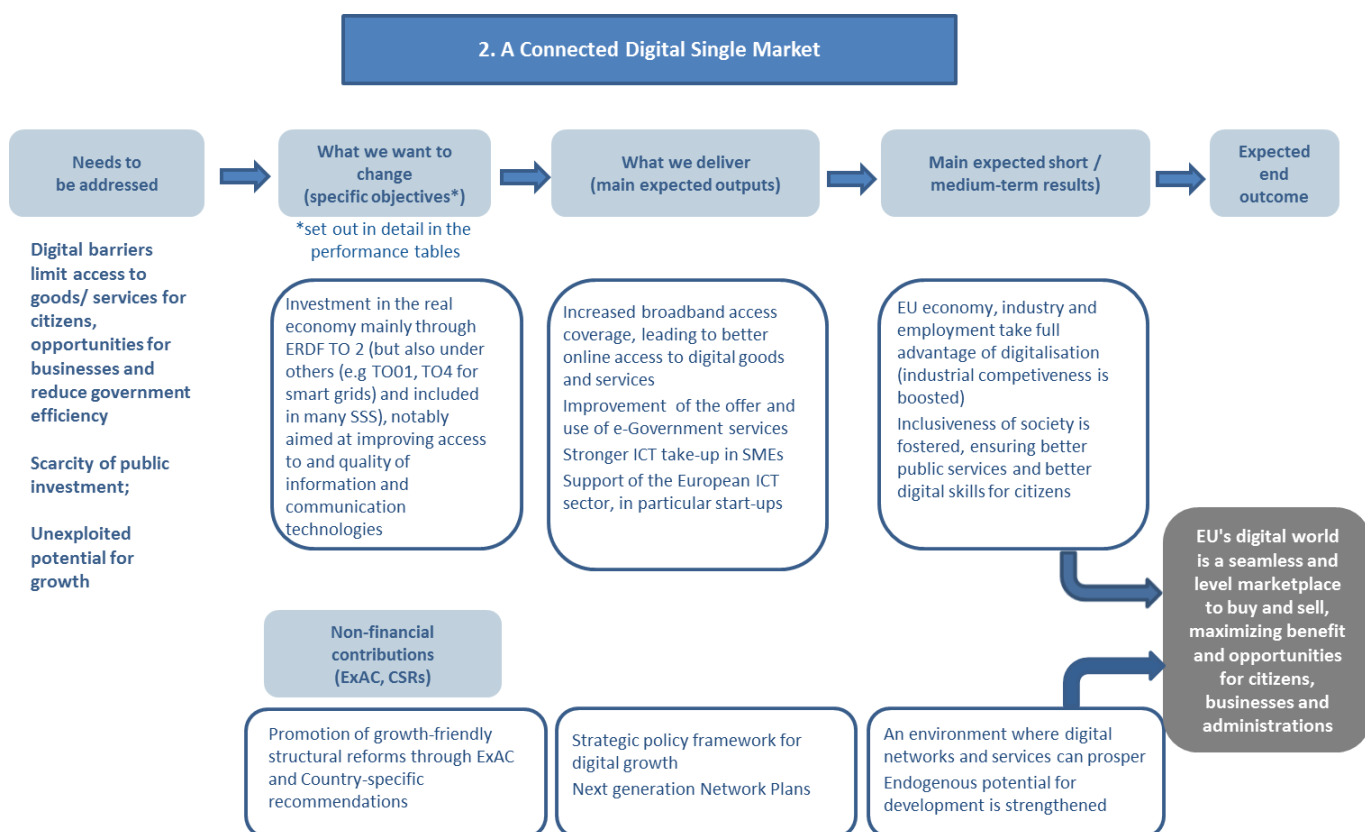
General Objective 2 - A Connected Digital Single Market

Information and communications technology (ICT) is the most important driver of innovation and growth globally. It encourages the spread of innovation, sustainability and economic competitiveness, as well as social inclusion. In Europe, the digital economy is the fastest growing sector and its huge potential has only been partially exploited. The Digital Single Market (DSM) ensures the free movement of goods, people, services and capital, allowing individuals and businesses to seamlessly access and exercise online activities. The precondition for that is, among other things, the possibility for citizens, economic actors and administrations to have access to an effective network infrastructure, irrespective of where they live or operate. This is why ICT investments are part of the ERDF key investment areas to enhance growth in the regions.

The indicator which has been identified at corporate level in relation to this objective captures the Member States' digital competitiveness⁵. The related performance tables are presented in Annex.

REGIO strategy to contribute to the attainment of the intended results

The diagram below shows how the planned actions carried out by DG REGIO through the implementation of regional and national programmes in the Member States contribute to the delivery of the Commission priority.



DG Regional and Urban Policy will contribute to the priorities set out by the Juncker Commission by:

1. Delivering ICT investments towards the objectives of the digital single market

⁵ Aggregate score in Digital Economy and Society Index (DESI) EU-28

For the 2014-2020 programming period, approximately EUR 21.4 billion from ERDF will be used for ICT investments. These investments will contribute to delivering the objectives of the digital single market, notably through improvements to the broadband infrastructure, which will help create the right conditions for digital networks and services to flourish, giving consumers and businesses better access to digital goods and services across Europe, in particular in rural areas.

The support of the Funds will go beyond interventions under thematic objective 1. Other investments carried out through TOs 1 (ICT and innovation) and 4 (smart grids) will also benefit e-government services and applications including e-procurement, e-inclusion and e-accessibility, as well as improved access to public sector information such as open data and help modernise the public sector. To fully unlock their cost and time-saving potential, including the 'only once' principle for e-government applications, the focus will be on inter-operability at both national and European level. Finally, the funding will help maximise the growth potential of the European Digital Economy. This will be done by supporting ICT Services and applications for SMEs, opening up business opportunities for digital companies regarding intelligent transport systems, and introducing Intelligent Energy Distribution Systems and ICT solutions to address the challenge of healthy active ageing. In particular, close to EUR 1 billion of ERDF funds will support ICT solutions in addressing the healthy active ageing challenge and improving e-health services by promoting technological development, e-infrastructures and connectivity.

2. Fostering the definition and rolling-out of digital strategies through two dedicated ex-ante conditionalities

The application of ex-ante conditionalities will encourage the shift from a classic ICT sector approach to a comprehensive local/regional/national 'digital agenda', requiring regions to identify ICT investment priorities relevant for their territory. In order to optimise the impact of ICT investments under the ESI Funds, Member States and regions were obliged to develop two strategies before making any digital investments using the Funds:

- For 2014-2020, national and regional authorities devised a strategic policy framework for digital growth within their broader research and innovation strategies in order to receive funding for investments in ICT products and services.
- Each Member State planning to use the Funds for broadband investments also developed a Next Generation Network Plan that identified where public intervention was necessary to provide broadband access.

3. Strengthening administrative capacity and accompanying effective application of DSM

The Funds will also help develop administrative capacity for the effective application of this Digital Single Market (DSM) legislation and to leverage national public and private funding to enhance and quicken the positive impact of the DSM across the regions.

Among other initiatives, a network of Broadband Competence Centres is being created across Member States, supported by a Brussels-based facility which will provide information and/or advice to any public authority wishing to roll-out high-speed broadband, as well as any potential broadband project promoter enquiring about the EU/national/regional funding available for broadband.

All these actions are expected to help improve the digital performance of regions and Member States, thus positively contributing to the attainment of the target set for the impact indicator capturing digital competitiveness of Member States.

Specific objectives and performance framework

The specific objective identified by DG Regional and Urban Policy to support the delivery of the Commission's general objective 2 correspond to ESIF thematic objective 2.

The components constituting the performance framework for monitoring and assessing the achievement of the general objective are presented below. They are described in greater detail in Annex 1.

General objective	2. A Connected Digital Single Market
Associated Impact Indicator(s)	(1) Number of Member States above the value 0.5 in Digital Economy and Society Index (DESI)
Specific objective(s)	2.1 Enhancing access to, and use and quality of, information and communication technologies (TO2)
Associated output/result Indicator(s)	Additional households with broadband access of at least 30 Mbps

Main expected medium-term achievements⁶

Broadband access

Access to high capacity telecommunication networks is a key factor of competitiveness and economic growth. Due greatly to ERDF investment, particularly in less developed regions, the extent of broadband coverage will further increase throughout the EU. More than 14 million additional population will be covered by broadband access as a result of ERDF support in 2014-2020.

Digital economy

77 500 companies will receive ERDF support to boost the use of quality ICT services and to develop ICT products. Over 3,600 enterprises will be supported to introduce new to the market or new to the firm ICT innovations

⁶ Figures resulting from adopted 2014-2020 programmes

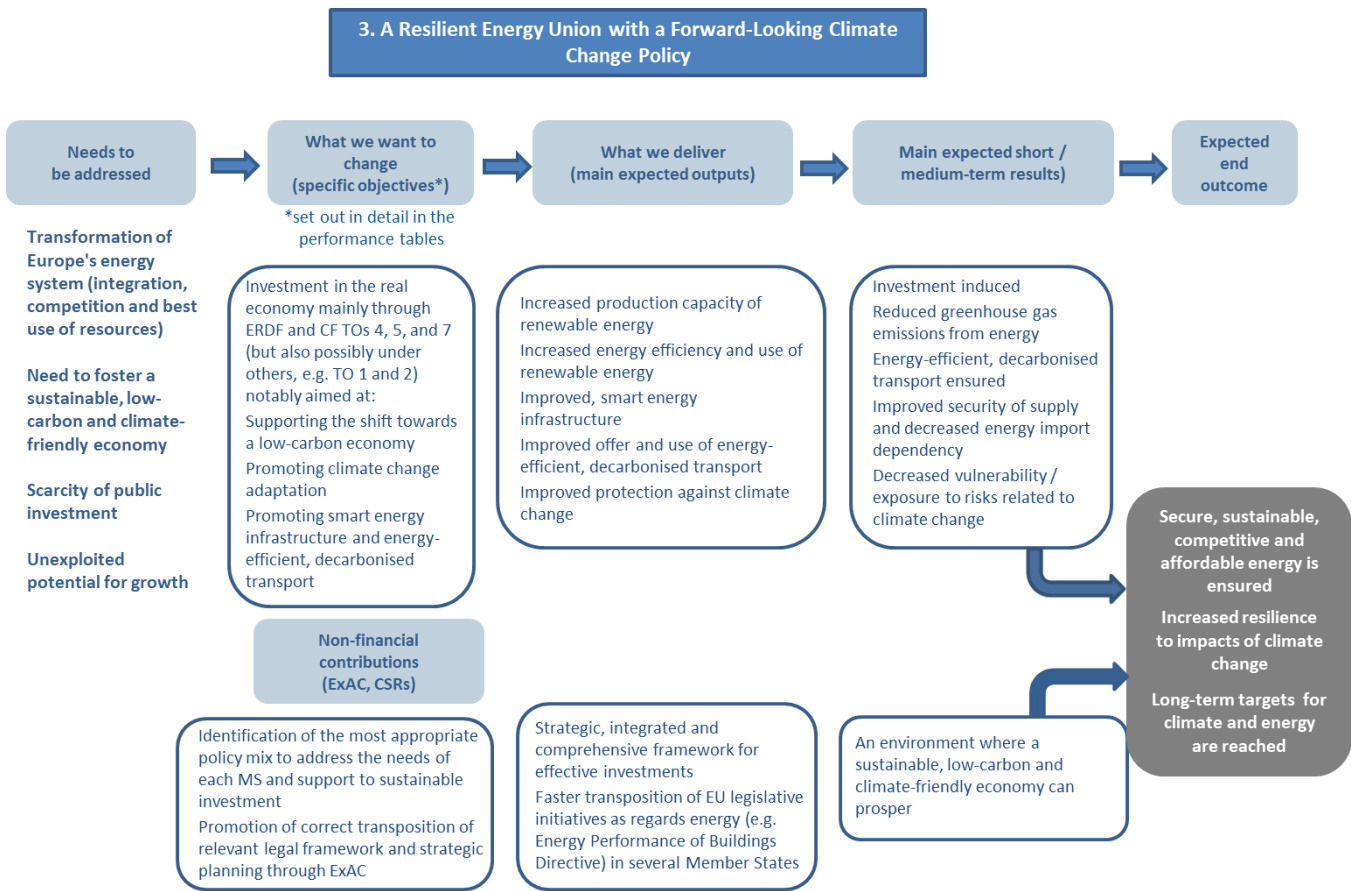
General Objective 3 - A Resilient Energy Union with a Forward-Looking Climate Change Policy

Achieving an Energy Union will ensure that Europe has secure, affordable and sustainable energy. More sensible energy use and production, and fighting climate change, can create jobs and spur economic growth.

The corporate indicators selected by DG REGIO in relation to this objective aim at reducing greenhouse gas emissions, increasing the share of renewable energy consumption as well as energy efficiency. The related performance tables are presented in Annex 1.

REGIO strategy to contribute to the attainment of the intended results

The diagram below shows how the planned actions carried out through the implementation of regional and national programmes in the Member States contribute to the delivery of the Commission priority.



DG Regional and Urban Policy will contribute to this priority by:

- Delivering targeted funding in energy efficiency, renewable energy, smart energy infrastructure and sustainable transport.** Climate change mitigation and adaptation receives significant support from ESI Funds amounting to more than EUR 114 billion of which almost half – about EUR 55 billion – comes the ERDF and CF collectively. The ambitious political objective that climate change-related action will represent at least 20 % of the EU’s overall budget between 2014 and 2020 is strongly supported by the ESI Fund contribution. In fact, the allocated amounts cover 25 % of the overall ESI Fund budget. By more than doubling the

funds available to support the shift to a low-carbon economy – to EUR 45 billion for the 2014-2020 programming period – ESI Funds represent the largest allocation of the EU budget to be channelled into low-carbon investments. This notably includes energy efficiency investments, particularly on the energy efficiency of buildings and Small and Medium-sized Enterprises (SMEs). Better energy efficiency in buildings and businesses will lead to lower energy bills, better living and working conditions, local jobs and more competitive businesses. The ESI Funds will also be used for renewable energy and smart distribution grids, as well as for smart energy transmission and storage infrastructure and energy-efficient, decarbonised transport. In addition to the climate change mitigation investments, ERDF and CF also support climate change adaptation and risk prevention, supporting a broad range of measures, including flood prevention and ecosystem-based measures such as green infrastructure. The investments will not only contribute to Energy Union objectives and help Member States achieve the EU's climate and energy targets; they will also benefit regional development, competitiveness, growth and jobs while tackling energy poverty and enhancing energy security.

2. **Ensuring that pre-conditions for ensuring the efficiency and effectiveness of the investments are in place**, notably due to the ex-ante conditionalities on (1) Smart energy distribution, storage and transmission systems; (2) Energy efficiency; (3) Cogeneration and (4) Renewable energy, will help provide the best possible framework for preparing high quality projects. As in the past, the available funding will continue to contribute to the faster transposition of EU legislative initiatives as regards energy, for example for the relevant parts of the Energy Performance of Buildings Directive in several Member States.
3. **Strengthening administrative capacity and providing technical assistance to help Member States effectively develop and implement high-quality projects for energy investments.** In this framework, several initiatives and network have been launched (e.g. the Energy and Managing Authorities (EMA) network⁷, the Smart Specialisation Platform on Energy⁸, the European Network for Rural Development and the European Innovation Partnership⁹, as well as the European Investment Advisory Hub¹⁰ and the *fi-compass* platform for advisory services on financial instruments).
4. **Further reducing the investment gap in the low-carbon economy by fostering the use of financial instruments.** A significant part of the financial resources allocated to financial instruments under ERF and CF in the 2014-2020 period will address energy efficiency and renewable energy, but also investment in other low-carbon related sectors. This is about 10 % of the total ERDF and CF allocations to low-carbon.

⁷ This network brings together national energy and Cohesion Policy Managing Authorities, and acts as an informal platform for exchanging information and sharing good practices, experiences and latest developments to ensure the best possible use of the funding.

⁸ The Smart Specialization Platform on Energy is supporting regional energy innovation and the broad adoption of Cohesion Policy energy projects, including policy advice and analysis as well as matchmaking and dissemination.

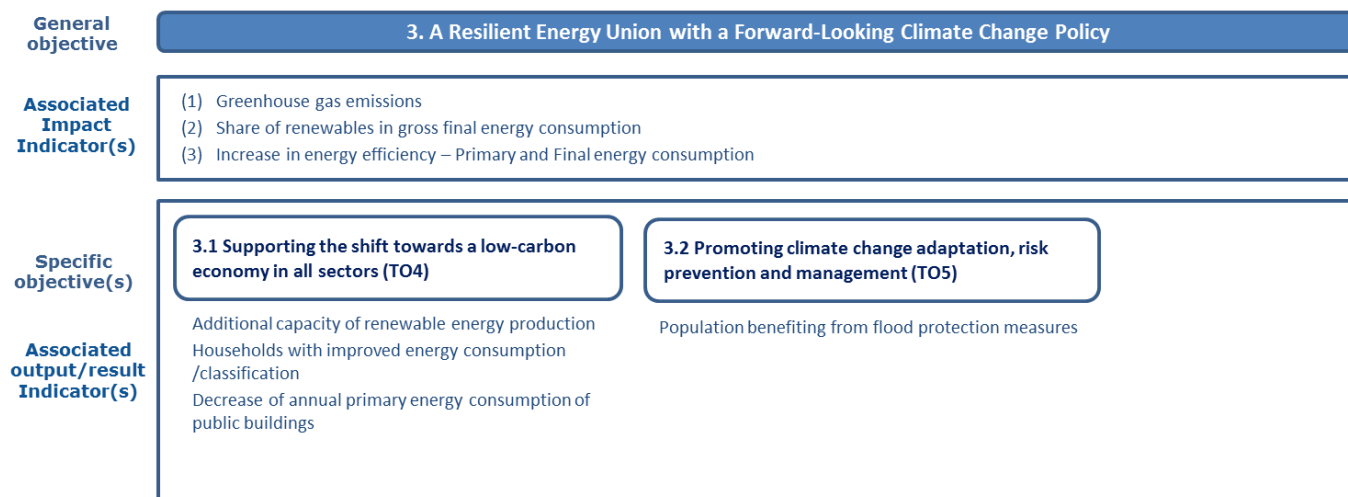
⁹ These networks play an important role in improving the performance of rural development programmes on climate-related topics by sharing good practices and help translating research results into practical improvements on the ground.

¹⁰ The European Investment Advisory Hub is partnership between the Commission and the European Investment Bank, providing a single entry point to a number of advisory and technical assistance programmes and initiatives. Through it, project promoters, public authorities and private companies can receive support on technical and financial questions.

Specific objectives and performance framework

The specific objective identified by DG Regional and Urban Policy to support the delivery of the Commission's general objective 3 correspond to ESIF thematic objectives 4 and 5.

The components constituting the performance framework for monitoring and assessing the achievement of the general objective are summarised below. They are described in greater detail in Annex 1.



Main expected medium-term achievements¹¹

The main following results are expected to stem from interventions supported by the ERDF and CF:

Energy efficiency, renewable energy and smart energy infrastructure

EUR 4.9 billion for investments in renewable energy will contribute to around 7,670 MW of additional capacity of renewable energy production.

EUR 3.4 billion will support energy efficiency in over 57 000 companies, mainly SMEs.

EUR 13.3 billion will be invested in energy efficiency in public and residential buildings, leading to almost 1 million households with renovated dwellings and reduced energy bills for public buildings.

EUR 1.7 billion will be invested in the support for high-efficiency cogeneration.

EUR 1.1 billion for investments in smart distribution grids will result in 3.3 million additional users connected to smart grids.

EUR 2.3 billion is allocated for infrastructure for smart electricity and gas storage and transmission systems, mainly in less developed regions in six Member States.

Low-carbon transport

EUR 16.0 billion for multimodal travel facilitation, intelligent transport systems, footpaths, cycle tracks, as well as clean urban transport infrastructure and promotion, including public transport, clean vehicles, and alternative fuels will among other things, result in over 748 km of new or improved tram and metro lines.

EUR 23.7 billion for investments supporting the move to an energy-efficient and decarbonised transport sector. This includes rail, seaports, inland waterways and multimodal transport, contributing to 7 515 km of new or upgraded railway lines and 977 km of new or improved inland waterways.

Low-carbon research and innovation

EUR 2.6 billion from the ERDF is currently allocated to research and innovation and adoption of low-carbon technologies, with possible increases in the future. Over 100 regions or Member States have identified such priorities in their Smart Specialisation Strategies, which will form the strategic basis for their overall use of ERDF for research and innovation investments. This means that allocations for low-carbon research and innovation might increase further in line with the evolving content of these strategies.

¹¹ Figures resulting from adopted 2014-2020 programmes

Climate change adaptation

EUR 6.4 billion have been allocated to prevent climate change-related risks, in addition to EUR 1.1 billion for disaster resilience and the management of non-climate related risks. This will support a broad range of measures, including flood prevention and ecosystem-based measures such as green infrastructure. These investments aim at protecting 13.3 million people from floods and 11.8 million from forest fires while making a positive impact on jobs and growth. Risk assessments, which take climate change adaptation strategies into account, are a precondition for funding in this area.

General Objective 4 - A Deeper and Fairer Internal Market with a Strengthened Industrial Base

The Single Market is one of Europe's major achievements and its best asset in times of increasing globalisation. It is also an engine for building a stronger and fairer EU economy. By allowing people, goods, services and capital to move more freely it opens up new opportunities for citizens, workers, businesses and consumers - creating the jobs and growth Europe so urgently needs.

The corporate indicators selected by DG REGIO in relation to this objective aim at increasing the share of exports to and imports from other member States, the mobility of labour force, as well as market integration. The related performance tables are presented in Annex.

In order to better capture the specific contribution of ESI Funds to the achievement of long-term outcomes illustrated by the impact indicators defined at corporate level, DG Regional and Urban Policy has developed an additional DG-specific impact indicator using data resulting from the macro-economic model QUEST, in cooperation with DG ECFIN. This indicator captures the expected % increase in productivity levels in less developed Member States due to the implementation of 2014-2020 ESIF programmes, thus contributing to convergence and to a fairer internal market.

As an additional DG-specific regional growth indicator, DG REGIO will also use "Dispersion of GDP per capita (all MS)".

REGIO strategy to contribute to the attainment of the intended results

DG Regional and Urban Policy will contribute to this priority through:

1) Support to the development of the Single Market, to the strengthening of the European Industrial base and of less developed MS

Due to the wide range of support provided through the 2014-2020 programmes, DG Regional and Urban Policy will contribute to many of the actions illustrated in the roadmap presented by the Commission in October 2015 to deliver on the political commitment to unleash the full potential of the Single Market. DG REGIO will contribute by:

- **Helping SMEs and start-ups to grow** and encouraging modernisation and innovation. Start-ups contribute a lot to the economy, but a number of entrepreneurs leave Europe because they can't bring their innovative ideas to the market. The support provided by ESI Funds in the context of the Investment Plan and the increased use of financial instruments will ease access to finance for SMEs.
- **Encouraging innovation, supporting research and contributing to the balanced development of the collaborative economy through:**
 - Investment supporting research and technological development, innovation and broadband access across Europe.
 - Smart specialisation strategies, which is an ex ante conditionality for investing ERDF funds in research, innovation and ICT development. Smart specialisation strategies are national or regional innovation strategies which set priorities in order to: (1) build competitive advantage of regions and Member States; (2) develop and match own strengths in research and innovation; (3) match research strengths with business needs; (4) look for emerging opportunities and market developments; (5) avoid duplication and (6) foster place-based knowledge-based economic transformation. By enhancing region's competitive position in international value chains, they contribute directly to the strengthening of the European industrial base.

- **Financing efficient large-scale infrastructure projects**, notably through investments in sustainable transport and energy, which are essential for the proper functioning of the internal market. Close to EUR 70 billion of Cohesion Policy funds will go towards transport investments with an emphasis on smarter, safer, cleaner and multi-modal transport, notably supporting the Trans-European Transport Network (TEN-T). The kinds of investment vary depending on the region. In less-developed regions and cohesion countries, the focus will notably be on basic infrastructure and enhancing accessibility by investing in roads, railways, and ports. In more developed areas, investments will address missing links or bottlenecks.
- **Enhancing the creation of a real culture of compliance for Single Market rules** and fostering efficient investments, through the enforcement of ex-ante conditionalities on (1) Public procurement - which is essential to spend taxpayer money efficiently; (2) State aid and (3) Comprehensive plans for transport Investments, which will help provide the best possible environment for the smooth functioning of the Internal Market.

In addition to actions already listed under the Commission priority 1, ESI Funds will also be used in other key areas which will help reducing internal barriers and strengthen the Single Market's overall effectiveness such as: (1) administrative capacity, (2) cross-border cooperation, (3) pre-accession assistance and (4) outermost regions.

2) Active contribution to the reduction of cross-border barriers

European territorial cooperation (ETC) is the second goal of cohesion policy. It provides a framework for joint action between Member States, to find common solutions to shared problems. It promotes cooperation through 79 programmes organised in three strands: cross-border, transnational and interregional. The resources for Interreg amount to just under 3% of the ERDF, ESF and Cohesion Fund resources, i.e. EUR 10 billion. This funding makes a significant contribution to Jobs, Growth and Investments through support for business and research activities across borders. It also contributes to the Energy Union and Climate through international activities in the field of natural resources management or risk prevention, for example.

These results are also consolidated by the implementation of important policy work on increasing territorial cohesion and enhancing cooperation among Member States, regional and local authorities and other actors.

Despite the existence of the Single Market and the connected freedoms of movement, there is evidence that obstacles of an administrative and/or legal nature persist along the EU internal borders. Citizens, businesses, public administrations and organisations still face difficulties when interacting across internal borders where there should be no such difficulties. These obstacles are a brake to a well-functioning internal market and hamper the full development of border territories across the Union, thus harming the Lisbon Treaty's objective of territorial cohesion. To address this, the Cross-Border Review launched in 2015 will identify the most prevalent legal and administrative border obstacles and explore possible solutions.

The four on-going macro-regional strategies (Baltic Sea Region, Danube Region, Ionian-Adriatic Region and Alpine Region), now involving 19 Member-States and 8 non EU countries, provide a policy framework contributing inter alia to the achievement of the objectives pursued by the European Commission. A better coordination of policies and actions combined with stronger cooperation among the countries concerned strengthen the territorial cohesion of the four European spaces currently covered by the macro-regional strategies.

3) Preparation of the future integration of 'enlargement countries' in the Internal Market

The Instrument for Pre-accession Assistance (IPA) is the means by which the EU supports reforms in the 'enlargement countries' with financial and technical help. The IPA funds build up the capacities of the countries throughout the accession process, resulting in progressive, positive developments in the regions. Through the pre-accession assistance, candidate countries/potential candidates prepare

for future EU membership: IPA is built to give countries a “test run” of obligations of membership before accession (such as putting in place institutions for managing post-accession EU funds, and/or adopting the *acquis* and EU standards), which are notably essential for their future integration in the Internal Market.

4) Contribution to the effective integration of the Outermost Regions in the Internal Market

DG Regional and Urban policy is coordinating the Commission actions aiming at defining and fostering the adoption and implementation of specific measures in all EU policies to take into account the characteristics of the 9 Outermost Regions (Açores, Canary Islands, Guadeloupe, Guyane, La Réunion, Madeira, Martinique, St. Martin, Mayotte). This is in line with Article 349 of the TFUE and with the specific partnership put in place by the Commission with the Outermost Regions and the concerned Member States.

The actions concretely implemented result from the strategy for Outermost Regions adopted by the Commission in 2012, based on the 5 pillars aiming to increase their accessibility, enhance their competitiveness, support their regional insertion, reinforce employment and social measures in their areas and combat the effects of climate changes to which they are particularly exposed. This notably includes measures concerning the POSEI Regulations, the blue growth strategy, the revision of block exemption regulation for state aids, the impact of EU trade agreements. The implementation of these measures will create a favourable regulatory and operational environment contributing to more effective integration of the Outermost Regions in the Internal Market.

Specific objectives and performance framework

The components constituting the performance framework for monitoring and assessing the contribution of DG Regional and Urban Policy to the achievement of the Commission's general objective 4 are presented below. They are described in greater detail in Annex 1.

General objective	4. A Deeper and Fairer Internal Market with a Strengthened Industrial Base			
Associated Impact Indicator(s)	COM: (1) Intra-EU trade in goods (% of GDP) (2) Intra-EU trade in services (% of GDP) (3) Share of mobile EU citizens as % of the labour force		(4) Composite indicator of financial integration in Europe (FINTEC)	
Associated output/result Indicator(s)	REGIO-specific: (1) Increase in productivity level in less developed Member States (2) Dispersion of GDP per capita			
Specific objective(s)	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)
Associated output/result Indicator(s)	Financial execution of related TOs	Participants in CB mobility initiatives	New legislative and non-legislative specific measures adopted to ensure effective implementation of the outermost regions strategy	EC Decisions on Conferral of Management Screening Reports , Opening Benchmarks and EU Common Positions adopted relative to the accession of individual candidate countries

Main expected achievements

Estimated contribution to long-term outcomes

Estimates concerning the expected contribution of ESI Funds to the achievement of long-term outcomes defined at corporate level (illustrated by the impact indicators) have been made using data resulting from the macro-economic model QUEST, in cooperation with DG ECFIN. The simulations carried out show an increase of around 3.4% by 2023 in the productivity levels in less developed Member States directly resulting from the implementation of 2014-2020 ESIF programmes.

As a result of the implementation of the 2014-2020 ESIF programmes, the "Dispersion of GDP per capita (all MS)" is expected to fall compared to the baseline (54.3% in 2014).

Examples of expected medium-term achievements

The main medium-term achievements expected to stem from the interventions implemented under the 4 areas illustrated above are the following:

Large scale infrastructure

Railway: 7 515 km railway lines, of which 5 200 km belong to the TEN-T, will be built reconstructed or upgraded.

Roads: 3 100 km of new roads will be built, of which 2 020 km will be TEN-T. 10 270 km of roads will be reconstructed, of which 798 km will be TEN-T. The 2 818 km of TEN-T road to be built or upgraded represents 5 % of the TEN-T network.

Territorial cooperation

When it comes to the implementation of the 79 ETC programmes across Europe, a direct contribution will be made to Jobs, Growth and Investments through the implementation of many international projects that will increase cooperation between businesses, research organisations, training institutions, etc. It is expected that close to 240 000 citizens will take part in labour mobility initiatives or that 1300 researchers will receive support to link up with fellow researchers across borders. The Energy Union and Climate will be boosted by measures that will protect an additional 6 million citizens from floods and forest fires.

Policy work on territorial cooperation generally promotes better coordination of policies and actions as well as stronger cooperation among key actors of socio-economic life. This will deepen the Single Market in many areas, and ensure that the relevant freedoms of movement are more of a reality for those who work across borders and contribute to territorial cohesion.

Work on border obstacles will lead to concrete proposals being made to Member States, regional and local authorities but also to the European Commission in order to implement solutions to border obstacles and devise preventive mechanisms such as more robust territorial impact assessment of proposed legislation.

In the macroregional context, one of the objectives of the EUSBSR is to make the Baltic Sea region a frontrunner for deepening and fulfilling the Single Market. Actions are planned to strengthen trade links within the region by reducing unjustified barriers, as it is a cost-efficient way of revitalising the economy. It is also important for the region to fully implement the recommendations from the Small Business Act, thus reducing the administrative burden for smaller companies

Outermost Regions

New legislative and non-legislative specific measures will be defined and adopted to ensure effective implementation of the outermost regions strategy in various areas (e.g. cohesion policy, agriculture, fisheries, taxation, trade, competition, transport). The exact target in relation to this will be defined on the basis of the renewed strategy for outermost regions that should be adopted in 2017.

IPA

The 5 multi-annual operational programmes of the regional development component of IPA will invest approximately EUR 2 billion across three countries (Turkey, the former Yugoslav Republic of Macedonia, and Montenegro) in large infrastructure in transport (railways and road), water and waste management, as well as in competitiveness measures (support for entrepreneurship, research and innovation). In addition to the positive effect on regional development, IPA support will also gradually prepare local authorities to take a larger responsibility in the management of funds.

General Objective 8 - Towards a New Policy on Migration

One of the main challenges the European Union has faced in 2015 is the unprecedented refugee crisis. Great efforts are made to alleviate the suffering of migrants arriving in Member States, and it is clear that Cohesion Policy has a role to play in supporting effective integration policies, covering education, employment, housing and non-discrimination policies.

The corporate indicator selected by DG REGIO in relation to this objective aims at bringing the employment rates of third-country nationals closer to the one of EU nationals. It is presented in more details in Annex 1.

REGIO strategy to contribute to the attainment of the intended results

Migration is a cross-cutting issue, involving different policy areas and different actors, both inside and outside the EU. As such, it requires a coordinated and multifaceted approach supported by a range of budget tools. ESI Funds form part of this response and have a role to play in supporting effective integration policies, covering education, health, training, employment, housing and non-discrimination policies. This was explicitly mentioned in two Commission Communications issued in May and September 2015 in order to respond to the immediate challenges posed by the tragic incidents in the Mediterranean and the ever-increasing influx of refugees.

Providing refuge and integration of displaced refugees is thus incorporated in the existing legal framework and aligned with the EU's overarching goal of inclusive growth and equitable opportunities for all, including migrants. Whereas social integration measures are foremost the remit of the European Social Fund, DG Regional and Urban Policy will contribute to this priority mainly through:

1. Measures financed under the ERDF

These include: significant investments in social, health, education, housing and childcare infrastructure; regeneration of deprived urban areas; actions to reduce spatial and educational isolation of migrants; business start-ups.

In addition to medium- and long-term assistance, the Commission stands ready to examine and adopt modifications to ESI Fund programmes in order to respond rapidly to emergencies encountered by Member States and non-member countries affected by the refugee crises. Although the Asylum, Migration and Integration Fund (AMIF) with a budget of over EUR 3 billion is already in place to address such short-term needs, additional ESI Fund resources can be urgently reallocated towards migrants and refugees in exceptional circumstances.

The first call of the Urban Innovative Actions has been launched in December 2015 with the total sum of 80 million EUR. One of the four topics the call covers is about the integration of migrants and refugees. Cities are invited to present innovative projects also in this field. The objective of Urban Innovative Actions is to identify and test new solutions through pilot projects in cities. For Urban Innovative actions, ERDF will provide a funding of EUR 370 million in 2014-20 period and create the space in which cities throughout Europe feel free to experiment with potential solutions to the challenges they face. Urban Innovative Actions will be an Urban Lab in which ideas are identified, tested, assessed and developed.

2. Policy work in the framework of the European Urban Agenda

Inclusion of refugees and migrants is one of the priority themes under the European Urban Agenda and a partnership is currently being established with stakeholders to do a mapping and prepare an Action Plan. The EUUA is not EU-led (community approach) and the

objectives of the EU Urban Agenda are: to involve cities in the design of EU/ national policies and to mobilise cities in the implementation of EU/ national policies.

3. Transfer of IPA funds to the EU Trust Fund for Syria

As part of the comprehensive and place-based response to the rapidly evolving migration crisis the Commission is seeking to achieve, REGIO has also provided an additional contribution through the modification of the IPA 2007-2013 legal and programming framework within extremely short time (October-December 2015). This allowed for the transfer of close to EUR 150 million from IPA Component III (120 million of net IPA funds or approximately 140 million together with the national co-financing) and Component IV OPs (managed by REGIO and EMPL) to the "EU Regional Trust Fund for Syria" (EUTF), set up in December 2014 under centralized management by the Commission.

Specific objectives and performance framework

The performance framework developed in relation to this objective is illustrated below. It is presented in more details in Annex 1.

General objective	8. Towards a New Policy on Migration
Associated Impact Indicator(s)	(1) Gap between the employment rates of third-country nationals compared to EU nationals, age group 20-64
Specific objective(s)	5.1 Support to Member States for identifying possible scope for assistance towards effective integration policies through ERDF 2014-2020 programmes
Associated output/result Indicator(s)	Guidance/supporting documents for Member States highlighting possibilities for supporting effective integration of third country nationals with ERDF

Main expected achievements

No quantified targets can be identified in this area, due to the rapidly evolving situation and challenges. It is also to be noted that it is up to the Member States to identify their specific needs and decide which actions are to be concretely supported.

iii) Overview of main external factors influencing the achievement of the intended results

The intervention logic presented for each of the relevant Commission priorities above shows how the planned actions contribute to the achievement of objectives, by setting the logical links between inputs (financial and human resources allocated to DG Regional and Urban Policy for ERDF and CF), actions financed, outputs, and results and impacts.

It is to be noted, however, that the delivery of desired results and impacts depends significantly on a number of exogenous factors, among which the following are the most notable:

- Under the shared management mode, the Commission cooperates with Member States' administrations (at national, regional and local levels), which are in charge of the operational implementation. Thus, efficient and effective implementation of actions supported by the ERDF and CF depends on good governance and partnership among all the relevant territorial and socio-economic partners, particularly in regional and local authorities, as well as other appropriate bodies during the various stages of implementation of programmes and projects co-financed by the ERDF and CF. DG Regional and Urban Policy has put in place an effective control environment (ranging from monitoring and evaluation activities to capacity-building actions for the benefit of local partners), as well as stronger mechanisms to promote and monitor the effectiveness and performance of the policy (through ex-ante conditionalities, reporting on indicators, performance framework, etc.) which increase its influence over this variable. Despite that, the degree of control the DG exerts on actions carried out at national, regional and local level inevitably remains limited.
- Many other factors over which DG REGIO has no control can also affect the achievement of objectives. For instance, the extent of regional disparities may increase because of asymmetric economic shocks such as the economic and financial crisis. Progress towards Europe 2020 targets can be affected by business cycle (e.g. employment rate or greenhouse gas emissions). In general, this can make it difficult to identify the elements of macroeconomic trends that can be directly attributed to the Cohesion Policy.
- The political climate and the level of involvement of stakeholders (third countries, regional and national partners, other EU institutions) can significantly influence the achievement of results and outcomes in areas of outside shared-management (Pre-Accession assistance, Outermost Regions).

D. Key performance indicators (KPIs)

In order to appropriately reflect the areas towards which our efforts will be focussed throughout the coming years, DG REGIO has defined a handful of performance indicators that will measure our ability to deliver on the challenges identified. The ones we have selected are presented below.

Four of them are directly linked to policy objectives and measure Regional Policy achievements directly felt by citizens, resulting from the implementation of ERDF/CF programmes:

- KPI 1: Employment increase in supported enterprises¹²
- KPI 2: Number of enterprises receiving support¹³
- KPI 3: Additional households with broadband access of at least 30 Mbps¹⁴
- KPI 4: Additional capacity of renewable energy production¹⁵.

The fifth one aims at capturing the overall effectiveness of the control system surrounding the actions financed through our policy:

- KPI 5: Residual error rate¹⁶.

Further information on these KPIs can be found in the relevant tables presented in Part 1 and 2 of the Strategic Plan, as well as in the policy performance framework presented in Annex 1.

¹² Corresponding to Indicator 2 associated with specific objective 1.2. The indicator is also associated to specific objective 1.5.

¹³ Corresponding to Indicator 1 associated with specific objective 1.2.

¹⁴ Corresponding to Indicator 1 associated with specific objective 2.1.

¹⁵ Corresponding to Indicator 1 associated with specific objective 3.1.

¹⁶ Corresponding to Indicator 1 associated with Internal control and Risk management objective 1

E. Link between the policy performance framework and REGIO multiannual priorities

The general and specific objectives by policy area illustrated under section C above refer to REGIO contributions to the delivery of the political priorities of the Juncker Commission. The indicators that have been linked to them mainly result from the implementation of the Funds which the DG Regional and Urban Policy is responsible for (ERDF, Cohesion Fund, IPA and Solidarity Fund). In addition to contributing to the delivery of Commission priorities, they are also central in the delivery of the overall Cohesion Policy objectives.

Those objectives and indicators provide an overview of the related performance expectations and constitute the framework for assessing the achievement of REGIO policy objectives. However, since most of the funds mentioned above 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. - over which the DG has limited control.

In order to increase its focus on the actions that can have the greatest influence on the delivery of policy results, and thus enhance policy performance, DG Regional and Urban Policy has identified six multiannual priorities. These multiannual priorities are aligned to the Commission political priorities for 2016-2020 and also reflect Treaty-based Cohesion policy objectives:

1. To deliver jobs, growth and investment (through the implementation of 2014-2020 programmes)
2. To demonstrate the added value of cohesion policy
3. To support territorial cohesion in Europe
4. To ensure sound financial management of the funds
5. To adapt and develop our policy (in view of preparing the post-2020 Cohesion Policy)
6. To improve the performance of internal processes.

This framework is used to identify annual operational objectives for the DG that are then cascaded down at the level of each unit through Unit Management Plans, so that their delivery can be monitored throughout the year.

This ensures a steady operational focus of all DG activities on actions (mainly measured through output indicators related to the DG's internal processes) which can positively contribute to the delivery of policy results, thus enhancing policy performance.

In line with the Commission's focus on performance, REGIO has put in place a number of mechanisms to reinforce its assessment of performance. These include the (i) implementation of a strategy to manage change towards a more performance-based culture within the DG; (ii) the establishment of a performance framework for the DG in the context of the programme statements based on the indicators included in the performance framework of shared management programmes; (iii) the integration of a systematic review and assessment of programme performance as part of the management assurance process feeding into the preparation of the DG's Annual Activity Report.

PART 2. Organisational management

This part focuses on the strategic organisational components that are critical for the execution of the DG's strategy:

- A. Human resource management;
- B. Financial management: Internal control and Risk Management;
- C. Application of Better Regulation principles in decision-making and in the management of the DG's acquis;
- D. Information management aspects¹⁷;
- E. External communication activities.

These areas will support the effective and efficient delivery of the Commission objectives.

A. Human Resource Management

In the context of shrinking resources, DG REGIO aims to deploy its resources effectively by strictly focusing on the delivery of the Commission's priorities and core business, and other vital areas where it is best placed to deliver most efficiently.

To ensure this, DG REGIO uses various tools for adequate HR planning and allocation: 1) The Workforce Planning exercise, to identify the optimal staff to task allocation, 2) the Training Plan and Competency Gap analysis, to help better match the skills of the staff with the needs and areas where skills should be further developed, 3) the REGIO Mercato, to facilitate staff mobility and give them the opportunity to develop their skills and their careers and 4) the HR Rolling Plan, which provides a full overview of the deployment of resources.

Decisions about the allocation of resources are taken at the level of the REGIO HR Strategic Committee, which is composed of the Director-General, both Deputy Directors-General and the Resource Director. The HRSC decides on the use of each vacant post, taking into account the strategic priorities and needs and the results from the HR planning tools indicated above.

Recruitment decisions are considered to be of strategic importance for the DG. All recruitments of administrators are subject to a multi-layered recruitment process where the final stage consists of an interview with the High Level Panel (which always comprises a Deputy-Director General and other senior management). The recruitment decisions take into consideration the overall alignment of the applicants' individual qualities with the strategic needs of the DG.

At the same time, DG REGIO aims to continue efforts to develop and retain a competent and engaged workforce and ensure a gender balance in management positions. As REGIO has already achieved the Commission target for women in middle management, ongoing/planned actions include gender considerations in the recruitment process and a pro-active approach to equal opportunities. Moreover, as a mechanism to identify the managerial potential of staff, DG REGIO encourages AD women to follow a course 'Unlock your hidden potential'. There is also an informal AD women's network whose objective is to put women in touch with each other so as to share their experiences within REGIO and to support developing their skills and potential. Finally, REGIO's Equal Opportunities Working Group will monitor progress and assess whether an additional action plan for REGIO is necessary after the publication of the EC Communication on Diversity and Inclusion.

¹⁷ "Information management" refers to a broader scope encompassing data, document/information and knowledge management.

DG REGIO will also continue to implement actions to enhance staff satisfaction and working conditions, as specified in REGIO's Action Plan on Staff Satisfaction, and which include, but are not limited to, well-being actions, aligned with the fit@work EC-wide initiative. Work-life balance, mental health, physical activity and leisure activities are some of the initiatives that have been made available to staff. DG REGIO will reassess the priority areas of the fit@work initiative after the introduction of the new HR Delivery Model in 2017.

Internal communication will continue to be promoted in order to engage staff in decision-making and to ensure that all members of the DG are aware of important developments at the DG and corporate levels.

DG REGIO will further develop its HR tools to ensure progressive and optimal HR planning and allocation and to act towards maintaining and enhancing staff satisfaction. DG REGIO performs in line with or better than the EC average for all the factors related to the staff engagement¹⁸. To maintain and further improve staff satisfaction (including engagement and staff well-being) REGIO has adopted follow-up actions to the 2014 Staff Satisfaction Survey.

The HR tools include:

- Yearly implementation of REGIO Workforce Planning to identify the optimal staff to task allocation starting from 2016, after the first exercise carried out in 2015;
- Flexible arrangements will be promoted to redeploy staff, providing temporary reinforcement for some important areas of work for the DG.
- The Training Plan, to ensure training covers competency gaps and/or competences required to achieve operational priorities. The Training Plan will streamline the identification of training and development needs of the staff that are aligned to the operational priorities of the DG. The combination of top-down and bottom-up approaches to staff training needs will address the only component of the Staff Engagement index where REGIO scored worse than EC on average ("My line manager helps me identify my training and development needs" – REGIO 32% vs EC average of 36%);
- As part of the learning and development activities, a variety of physical classes (yoga, pilates, etc.) as well as lunch time well-being seminars (managing stress, work-life balance, healthy eating) have been planned throughout the year.
- The Competency Gap analysis, which aims to better match staff skills with organisational needs and identify areas where skills need to be further developed;
- Encouraging mobility in line with (1) REGIO General Mobility policy, facilitating staff mobility and allowing staff to develop their skills and careers, and with the (2) HR Rolling Plan, providing a full overview of the deployment of resources.

The indicators, milestones and targets which will be used to monitor and assess achievements in relation to these activities are presented in the table below.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.	
Indicator 1: Percentage of female representation in middle management	
Source of data: DG HR	
Baseline (2015)	Target (2019)
43.2%	50%, based on SEC(2015)336
Indicator 2: Percentage of staff who feel that the Commission cares about their well-being	

¹⁸ With the exception of "My line manager helps me identify my training and development needs" – REGIO 32% vs EC average of 36%.

Source of data: DG HR - Commission staff survey	
Baseline (2014)	Target (2020)
34% (EC average: 35%)	At least equal to the baseline or to the EC average, if higher
Indicator 3: Staff engagement index	
Source of data: DG HR - Commission staff survey	
Baseline (2014)	Target (2020)
66% (EC average: 65%)	At least equal to the baseline or to the EC average, if higher

B. Financial Management: Internal control and Risk management

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

The far-reaching new provisions in the Common Provision Regulation 1303/2013 (CPR) have been established with the aim of reducing the risk to the EU budget, reflected by the residual error rate, below materiality (i.e. below 2%) for the 2014-2020 period. These new provisions impact financial management, audit and financial corrections matters with a totally new assurance model. The new provisions also provide innovations which strengthen accountability of Member States in the management of ESIF Funds.

The details of this new assurance model can be found in the Single Audit Strategy, Joint Anti-Fraud Strategy and in each Annual Activity Report of the DG covering the period 2016-2020.

The 2016-2020 period will require the DG to close the operational programmes of the previous 2007-2013 programming period. The closure documents will be sent by member States in 2017 to the European Commission. From that reception date until 2020, the aim of the DG will be to close each operational programme by inter alia, verifying that the cumulative residual error rate has effectively been reduced below materiality (even if in 2014, the latest information available, it has not been the case for 11% of programmes).

As regards fight against the fraud, REGIO has developed a Joint Anti-Fraud Strategy for the period 2015-2020 together with EMPL and MARE¹⁹, to mitigate the risk of fraud. The JAFS 2015-2020 will be based on annually updated fraud risk assessments, which take into account REGIO's assessment of the programme authorities' fraud risk assessment and the mitigating measures they have put in place.

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

Indicator 1a: Estimated residual error rate (RER) for 2014-2020 operational programmes

Where necessary, specific residual error rates would be calculated for each programme managed or for expenditure

¹⁹ Ref. Ares(2015)6023058 - 23/12/2015

with a common risk profile.

Source of data: REGIO AAR data, resulting from assessment of assurance information sent yearly by MS

Baseline (2014)	Target (yearly)
ERDF/CF 2007-2013: cumulative residual error rate (CRR) of 1,1%	CRR below the materiality criteria of 2%
ERDF/CF 2014-2020: no baseline yet	RER Below the materiality criteria of 2% for each and every year, following MS and EC actions

Indicator 2: Estimated overall amount at risk for the year for the entire 2014-2020 budget under the DG's responsibility

Source of data: REGIO AAR data, resulting from assessment of assurance information sent yearly by MSs

Baseline (2014)	Target
EUR 1.097,76 - 2.239,42 million	None

Indicator 3: Estimated future corrections for 2014-2020

Source of data: REGIO AAR data, resulting from assessment of assurance information sent by MSs each year

Baseline (2014)	Target
EUR 1.2 billion (cumulative corrections (decided/confirmed) as a result of REGIO supervisory role)	None

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

Indicator 1: Conclusion reached on cost effectiveness of controls

Source of data: REGIO AAR data, resulting from calculation of cost of controls

Baseline (2014)	Target (yearly)
Yes	Yes

Indicator 2: Cost of control/financial management of the Commission checks and assessment (as a % of total payment appropriations)

Source of data: REGIO AAR data, resulting from calculation of cost of controls (shared management)

Baseline (2014)	Target (yearly)
0.15% of annual payments	Below 0,2%

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Indicator 1: Updated Joint Anti-Fraud Strategy (JAFS) 2015-2020 of DG REGIO with EMPL and MARE, elaborated on the basis of the methodology provided by OLAF

Source of data: Joint Anti-Fraud Strategy (JAFS) 2015-2020 with EMPL and MARE²⁰

Baseline	Interim Milestone	Target
Date of the last update 23.12.2015	Update in 2017	Update in 2020

Indicator 2: Availability of global overview of Member States' compliance with Article 125(4) c CPR

Source of data: Audit directorate's 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*

²⁰ Ref. Ares(2015)6023058 of 23/12/2015.

Baseline	Interim Milestone (to be added if relevant)	Target
n/a	15 OPs examined in 2016 by the EC + MS annual audit opinion available annually as from 2017 onwards	Compliance with Article 125.4 c of the systems assessed for 100% of the OPs by 2020 either by the EC or the MS
Indicator 3: Regular monitoring of the implementation of the anti-fraud strategy and reporting on its result to management Source of data: Action Plan of the Joint Anti-Fraud Strategy (JAFS) 2015-2020 with EMPL and MARE		
Baseline	Interim Milestone (to be added if relevant)	Target
n/a	each year in the Mid-year Report to the Commissioner	each year in the AAR

C. Better Regulation

Better regulation is about designing EU policies and laws so that they achieve their objectives at minimum cost. It ensures that policy is prepared, implemented and reviewed in an open, transparent manner, informed by the best available evidence and backed up by involving stakeholders. To ensure that EU action is effective, the Commission assesses the expected and actual impacts of policies, legislation and other important measures at every stage of the policy cycle - from planning to implementation, to review and subsequent revision.

DG REGIO has not carried out any impact assessments in 2015 or 2014. The next impact assessment is planned for 2017 in the context of the preparations of the post-2020 legislative proposals expected to be adopted in 2018 (exact timing depending on adoption of MFF proposal). In order to have a sound basis for the preparation of that impact assessment, DG REGIO in cooperation with the other ESI DGs as well as the SG and DG BUDG has launched a series of studies to collect evidence about the programming and implementation of the ESI funds as well as to develop policy options for the impact assessment. This will be complemented with further internal analysis, economic modelling and input from academic research. In line with the new requirements of the Better regulation Agenda, the inception impact assessment proposals will be subject to public consultation and the feedback collected will be summarised in the consultation report. We expect the preparatory actions carried out jointly with our colleagues in the other ESI DGs and central services and the solid evidence gathered through studies and internal analysis as well as exchanges with academics to contribute to a smooth running of the impact assessment process, fully in line with the new requirements.

As regards indicator 2 below it is to be noted that, according to the applicable regulatory requirement, ex-post evaluations are carried out once, at the end of each programming period. The ex-post evaluation exercise DG Regional and Urban Policy will finalize by mid-2016 will cover ERDF and CF interventions for the whole 2007-2013 period, which represents around 95% of the DG's regulatory acquis. The following ex-post evaluation exercise for ERDF/CF will take place at the end of the 2014-2020 programming period. No constant increase over time is therefore considered possible.

Objective: Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.		
Indicator 1: Percentage of Impact assessments submitted by REGIO to the Regulatory Scrutiny Board that received a favourable opinion on first submission.		
<i>Explanation: The opinion of the RSB will take into account the better regulation practices followed for new policy initiatives. Gradual improvement of the percentage of positive opinions on first submission is an indicator of progress made by the DG in applying better regulation practices.</i>		
Source of data: REGIO monitoring data		
Baseline 2015	Interim Milestone 2016	Target 2020
N/A (no IA submitted in recent years)	No less than Commission average in 2014 (68%)	Improvement compared to 2016
Indicator 2: Percentage of the DG's regulatory acquis covered by ex-post evaluations and Fitness Checks not older than five years.		
<i>Explanation: Better Regulation principles foresee that regulatory acquis is evaluated at regular intervals. As evaluations help to identify any burdens, implementation problems, and the extent to which objectives have been achieved, the availability of performance feedback is a prerequisite to introduce corrective measures allowing the acquis to stay fit for purpose.</i>		
Relevance of Indicator 2: <i>The application of better regulation practices would progressively lead to the stock of legislative acquis covered by regular evaluations to increase.</i>		
Source of data: REGIO monitoring data		
Baseline	Interim Milestone	Target

(2015)	(2016)	
Ex-post evaluation covering 95% of REGIO's regulatory acquis (2007-2013 ERDF/CF assistance) ongoing	Ex-post evaluation covering 95% of REGIO's regulatory acquis (2007-2013 ERDF/CF assistance) finalised	Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available)

D. Information management aspects

As regards knowledge management, DG REGIO is strongly committed to better and fully exploiting knowledge related to cohesion policy, so as to increase its staff efficiency, better informed policy making and achieve better programme implementation in collaboration with Member States.

As part of its Knowledge Management (KM) initiative launched at the end of 2012, the DG has set-up a REGIO WIKI which is being rolled out in phases. The objectives for the next 5 years are 1) to ensure that Knowledge Management is fully embedded in the daily activity and business processes of the DG; 2) to use KM to support the development of our staff and 3) to continuously improve the functionality of the KM platforms and share its benefits outside DG REGIO.

As regards the files shared with other DGs, only certain Operational programmes-related files are shared with DG EMPL. It could be considered to broaden access to operational programmes-related files to other ESIF DGs first and then in line with possible evolution of general corporate policy possibly to the entire Commission (some sub-files naturally should remain restricted due to their nature), as well as to explore opening access to other REGIO files with the goal of ensuring access to the whole Commission to all relevant information.

As regards document management, DG REGIO has identified the following priorities:

- Ensuring sound electronic and paper archiving
- Increase the percentage of files to be accessible to the DG and the Commission to facilitate access to information and data.
- Ensure that the Commission's e-Domec policy is implemented in its full and paper files are reduced to their minimum.
- Ensure that all closed paper files are properly listed, labelled and ready for appraisal and transfer.
- Ensuring comprehensive and proper filing through yearly filing campaigns (2.3% (864) of DG-REGIO registered documents are currently not filed²¹).

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable	
Indicator 1: Percentage of registered documents that are not filed ²² (ratio)	
Source of data: DG DIGIT - Hermes-Ares-Nomcom (HAN) ²³ statistics	
Baseline (2015)	Target
14.12% (2.3%)	Below 1%
Indicator 2: Number of HAN files readable/accessible by all units in the DG	
Source of data: DG DIGIT - HAN statistics	
Baseline (2015)	Target
69.43%	75%
Indicator 3: Number of HAN files shared with other DGs	
Source of data: DG DIGIT - HAN statistics	
Baseline (2015)	Target
3.11%	70%

²¹ Statistical corporate data, according to which 14.12% (5,954) of DG REGIO-registered documents are not filed), should be adjusted to reflect the fact that 5,053 of such documents are registered by SFC2014 with other DG's as CF (EMPL, MARE, AGRI, HOME).

²² Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#). The indicator is to be measured via reporting tools available in Ares.

²³ Suite of tools designed to implement the [e-Domec policy rules](#).

E. External communication activities

REGIO is well placed to contribute towards the Commission's overall communication objective of ensuring that citizens "perceive that the EU is working to improve their lives". According to the latest Eurobarometer results (Flash EB 423), 34% of citizens are aware of EU investments in their region and 75% of those aware consider that these investments have had a positive impact.

REGIO's communication actions over the period 2016-2020 will contribute towards corporate efforts to support delivery and awareness of the Commission's political priorities (particularly #1, but also #2, 3, 4 and 5). These actions will build on the messages included in the Communication 'Investing in jobs and growth - maximising the contribution of the European Structural and Investment Funds' adopted by the Commission in December 2015²⁴.

Our communication will support the focus on performance and results, in line with the Commission's EU Budget for Results initiative. Actions in this area will include sharing good practices, particularly via the annual RegioStars awards and the wider dissemination of project examples. REGIO will also further develop its pioneering work on open data, in order to boost transparency and support the implementation of the 2014-2020 programmes.

REGIO will cooperate constructively with DG COMM and other services in the development of its communication actions, particularly through the Corporate Communication Steering Group and the External Communication Network. It will lead efforts to reinforce collaboration and identify joint communication opportunities with the other DGs responsible for managing European Structural and Investment Funds (EMPL, AGRI and MARE). We will also continue to cooperate closely with our communication partners at the national and regional level, including Managing Authorities, the Commission Representations, the Committee of the Regions and its members, as well as networks such as Europe Direct.

REGIO will seek to ensure that the information and communication requirements set out in the Common Provisions Regulation²⁵ are properly applied by Member States and beneficiaries.

We will continue to raise the visibility of EU regional and urban policy on the global stage by supporting cooperation with third countries and international partners.

Finally, REGIO's communication actions during the period 2016-2020 will serve to prepare the ground for the future, by engaging stakeholders and the wider public in a debate on cohesion policy after 2021.

The indicators, milestones and targets which will be used to monitor and assess achievements in relation to these activities are presented in the table 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.

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

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the

²⁴ COM(2015)639

²⁵ Regulation (EU) No 1303/2013, Art. 115-117 and Annex XII,

<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013R1303>

<p>EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.</p> <p>Source of data: Standard Eurobarometer (DG COMM budget) [<i>monitored by DG COMM here</i>].</p>	
Baseline (November 2014)	Target (2020)
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%
<p>Indicator 2: Percentage of EU citizens who are aware of EU funded projects in their region</p> <p>Source of data: Eurobarometer (Citizens Awareness and Perceptions of Regional Policy (Flash EB 423))</p>	
Baseline (2015)	Target (2020)
34% awareness 75% positive perceptions	>34% awareness >75% positive perceptions
<p>Indicator 3: Number of people reached with communication actions directly supporting the regional policy portfolio as a result of the DG's actions</p> <p>Source of data: Collated monitoring data collected by DGs from their actions, from the ECN SharePoint; from monitoring and evaluation contractors; from Opinion polls etc.</p>	
Baseline	Target (yearly)
N/A (systematic data collection to begin in 2016)	> 10 million per year

Annex to the Strategic Plan (Policy Performance tables)

[PUBLIC]

I. General objective 1, associated specific objectives and indicators

General objective 1:	
EU-level policy-making helps increase competitiveness and fosters a favourable and sustainable environment for jobs, growth, and investment in the EU	
Indicator 1: Percentage of EU GDP invested in R&D (combined public and private investment) Source of the data: Eurostat	
Baseline (2012)	Target (2020) Europe 2020 target
2.01%	3%
Indicator 2: Employment rate population aged 20-64 Source of the data: Eurostat	
Baseline (2014)	Target (2020) Europe 2020 target
69.2%	At least 75%
Indicator 3: Tertiary educational attainment, age group 30-34 Source of the data: Eurostat	
Baseline (2013)	Target (2020) Europe 2020 target
37.1%	At least 40%
Indicator 4: Share of early leavers from education and training ²⁶ Source of the data: Eurostat	
Baseline (2013)	Target (2020) Europe 2020 target
11.9%	less than 10%
Indicator 5: People at risk of poverty or social exclusion Source of the data: Eurostat data	
Baseline (2013)	Target (2020) Europe 2020 target
121.6 million	At least 20 million people fewer than in 2008 (116.2 million)
Indicator 6: Gross Fixed Capital Formation (GFCF) investments to GDP ratio Source of the data: Eurostat data	
Baseline (2014)	Target (2016-2020)
19.4%	21%-22% Mean GFCF for the period 2016-2020 having reached the range of 21%-22%

²⁶ Definition: the share of 18 to 24 year old persons who have at most lower secondary education and are not in further education and training.

REGIO-specific impact indicators		
Indicator 7: Increase in GDP growth (%) ²⁷		
Source of the data: QUEST macroeconomic model		
Baseline (2014)	Interim Milestone	Target (2023 – end of the implementation of the 2014-2020 programmes)
	(2019)	
0	0.48	0.48
Indicator 8: Increase in employment		
Source of the data: QUEST macroeconomic model		
Baseline (2014)	Interim Milestone	Target (2023 – end of the implementation of the 2014-2020 programmes)
	(2019)	
0	338,341	439,499
Indicator 9: Increase in private investment (%) ²⁸		
Source of the data: QUEST macroeconomic model		
Baseline (2014)	Interim Milestone	Target (2023 – end of the implementation of the 2014-2020 programmes)
	(2019)	
0	0.24	0.64
Indicator 10: Dispersion of GDP per capita (all MS)		
Source of the data: Eurostat		
Baseline (2014)	Target (2020)	
54,3%	Reduction compared to the baseline	
Planned evaluations:		
Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 1.1:		Related to spending programme
Strengthening research, technological development and innovation		ERDF
Indicator 1: Number of new researchers in supported entities		
Source of data: REGIO common indicator 06 (research jobs created)		
Baseline (2014)	Interim Milestone (estimate) ²⁹	Target
	(2018)	2014-2023 (cumulative)
0	6,900	29,498
Indicator 2: Number of enterprises cooperating with research institutions		
Source of data: REGIO common indicator 05 (number of cooperation projects enterprises-research institutions)		
Baseline (2014)	Interim Milestone (estimate)	Target
	(2018)	2014-2023 (cumulative)
0	16,900	72,339
Indicator 3: Number of researchers working in improved research infrastructure facilities		

²⁷ The figure measures by how much the variable (GDP or investment) is expected to increase (in %) thanks to ESIF support

²⁸ The figure measures by how much the variable (GDP or investment) is expected to increase (in %) thanks to ESIF support

²⁹ Disclosed milestones for the indicators under each specific objective are estimates. This estimation is based on the values of the milestones of the corresponding indicators are those used in the performance frameworks. The indicators presented, and those used in the performance frameworks of operational programmes and are only a subset of the indicators used in the operational programmes. They only provide interim estimate of the targeted achievements in 2014-2020 programmes.

Source of data: REGIO common indicator 25		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	15,500	71,960
Planned evaluations: (title of the evaluation; year of completion; spending programme/policy covered).		
2007-2013 Ex-post evaluation "Support to SMEs - Increasing Research and Innovation in SMEs and SME Development" (deadline: beg 2016). How ERDF support is invested with the aim to support SME development and innovation and 2007-2013 achievements. The evaluation will analyse effective mixes of policy in different contexts and explore the relative effectiveness of different policy instruments. It will also seek to identify how a selected number of policy instruments achieve their objectives.		
Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 1.2: Enhancing the competitiveness of small and medium-sized enterprises		Related to spending programme ERDF
Indicator 1: Number of enterprises receiving support Source of data: REGIO common indicator 1		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	209,200	1,101,114
Indicator 2: Employment increase in supported enterprises Source of data: REGIO common indicator 8		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	98,600	423,114
Indicator 3: Increase in expected number of visits to supported sites of cultural and natural heritage and attractions (sustainable tourism) Source of data: REGIO common indicator 9		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	15,260,700	37,403,783
Planned evaluations: 2007-2013 Ex Post Evaluation "Support to SMEs - Increasing Research and Innovation in SMEs and SME Development" (deadline: beginning 2016). In conjunction with evaluation on "Financial Instruments for enterprise support", examination of 2007-2013 achievements in terms of support to SME development and innovation with a special attention for the rationale, implementation and early evidence of effectiveness of financial instruments. Since expenditure continues until end 2015, the same date for the completion of the evaluation, and since this was a new area of policy focus, only early evidence will be available. Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 1.3: Preserving and protecting the environment, promoting circular economy and resource efficiency		Related to spending programme ERDF/CF
Indicator 1: Additional population served by improved wastewater treatment Source of data: REGIO common indicator 19		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	1,550,400	16,852,651
Indicator 2: Additional waste recycling capacity Source of data: REGIO common indicator 17		
Baseline	Interim Milestone (estimate)	Target

(2014)	(2018)	2014-2023 (cumulative)
0	2,305,690	5,793,191
Indicator 3: Additional population served by improved water supply		
Source of data: REGIO common indicator 18		
Baseline	Interim Milestone (estimate)	Target
(2014)	(2018)	2014-2023 (cumulative)
0	1,758,200	12,381,605
Indicator 4: Surface area of habitats supported to attain a better conservation status		
Source of data: REGIO common indicator 23		
Baseline	Interim Milestone (estimate)	Target
(2014)	(2018)	2014-2023 (cumulative)
0	1,060,700	6,389,692
Planned evaluations: 2007-2013 Ex Post Evaluation "Environment" (deadline: beginning 2016). Achievements of 2007-2013 ERDF investments in environmental infrastructure projects. Special emphasis will be devoted to the financial sustainability assessment of such projects. Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 1.4:		Related to spending programme
Promoting sustainable transport and removing bottlenecks in key network infrastructures		ERDF/CF
Indicator 1: Total length of reconstructed or upgraded railway line		
Source of data: REGIO common indicator 12		
Baseline	Interim Milestone (estimate)	Target
(2014)	(2018)	2014-2023 (cumulative)
0	560	6,872
Indicator 2: Total length of reconstructed or upgraded roads		
Source of data: REGIO common indicator 14		
Baseline	Interim Milestone (estimate)	Target
(2014)	(2018)	2014-2023 (cumulative)
0	1,000	9,615
Indicator 3: Total length of new or improved tram and metro lines		
Source of data: REGIO common indicator 15		
Baseline	Interim Milestone (estimate)	Target
(2014)	(2018)	2014-2023 (cumulative)
0	150	748
Planned evaluations: 2007-2013 Ex Post Evaluation "Transport" (deadline: beginning 2016). Main achievements of ERDF investments in all areas of transport infrastructure. Particular focus will apply to the EU contribution for the creation of comprehensive transport network and financial sustainability of the projects. Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 1.5:		Related to spending programme
Promoting sustainable and quality employment and supporting labour mobility		ERDF
Indicator 1: Employment increase in supported enterprises		
Source of data: REGIO common indicator 8		
Baseline	Interim Milestone (estimate)	Target
(2014)	(2018)	2014-2023 (cumulative)
0	98,600	423,114
Planned evaluations: Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 1.6: Promoting social inclusion, combating poverty and any discrimination		Related to spending programme ERDF
Indicator 1: Population covered by improved health services Source of data: REGIO common indicator 36		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	10,908,000	40,853,944
Indicator 2: Public or commercial buildings built or renovated in urban areas Source of data: REGIO common indicator 39		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	314,900	2,071,817
Indicator 3: Rehabilitated housing in urban areas Source of data: REGIO common indicator 40		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	2,200	16,896
Planned evaluations: 2007-2013 Ex Post Evaluation "Urban Development and Social Infrastructures" (deadline: beginning 2016). Nature and objectives of co-financed investments in the fields of urban development and social infrastructures and extent to which they were delivered through integrated strategies or not. The overall aim is to explore the rationale that guides investments in these fields and their potential and actual contribution to deliver growth and jobs. Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 1.7: Investing in education, training and vocational training for skills and lifelong learning		Related to spending programme ERDF
Indicator 1: Capacity of supported childcare or education infrastructure Source of data: REGIO common indicator 35		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	1,572,300	6,806,563
Planned evaluations: 2007-2013 Ex Post Evaluation "Urban Development and Social Infrastructures" (deadline: beginning 2016). To establish the nature and objectives of co-financed investments in the fields of urban development and social infrastructures and assess the extent to which they were delivered through integrated strategies or not. Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 1.8: Enhancing institutional capacity of public authorities and stakeholders and an efficient public administration		Related to spending programme ERDF/CF
Indicator 1: Implementation by programme authorities of capacity building measures in agreement with DG REGIO Source of data: REGIO monitoring data		
Baseline (2015)	Interim Milestone (2016)	Target 2014-2020
0	Fulfilment by all MS of action plans for the ex ante conditionalities on Public Procurement and State Aid	To be determined, based on the actions plans that will be defined as from 2017.
Planned evaluations: 2007-2013 Ex Post Evaluation study on "Delivery system", in partnership with DG EMPL (deadline:		

beginning 2016).

Effectiveness and efficiency of the constituting elements of Cohesion Policy delivery system. Main success factors regarding the performance of these elements in relation to legality and regularity, accountability, result orientation, timeliness, responsiveness and administrative costs to Member States and beneficiaries.

Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).

II. General objective 2, associated specific objective and indicator

General objective 2:		
The Digital Single Market is completed, enabling citizens to access goods and services across Europe, and opening up digital opportunities for businesses and citizens		
Indicator 1: Aggregate score in Digital Economy and Society Index (DESI) ³⁰ EU-28		
Source of the data: DESI		
Baseline (2015)	Target (2020)	
0.478	Increase	

Specific objective 2.1:	Related to spending programme	
Enhancing access to, and use and quality of, information and communication technologies	ERDF	
Indicator 1: Additional households with broadband access of at least 30 Mbps		
Source of data: REGIO common indicator 10 (additional population covered by broadband access)		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	3,000,200	14,564,260
Planned evaluations: 2007-2013 Ex-post evaluation "Support to SMEs - Increasing Research and Innovation in SMEs and SME Development" (deadline: beginning 2016). How ERDF investment supports SME development and innovation. Measures to improve access to and efficient use of ICT by SMEs. Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

³⁰ Definition: DESI is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU Member States in digital competitiveness. The closer the value is to 1, the better. The DESI index is calculated as the weighted average of the five main DESI dimensions: 1 Connectivity (25%), 2 Human Capital (25%), 3 Use of Internet (15%), 4 Integration of Digital Technology (20%) and 5 Digital Public Services (15%).

III. General objective 3, associated specific objectives and indicators

General objective 3:			
The EU's internal energy market is integrated, ensuring security of supply and better energy efficiency while also contributing to climate action			
Indicator 1: Greenhouse gas emissions (index 1990=100)			
Source of the data: European Environmental Agency			
Baseline (2013)	Target (2020) Europe 2020 target		
80.2	At least 20% reduction (index ≤80)		
Impact indicator 2: Share of renewable energy in gross final energy consumption			
Source of the data: Eurostat			
Baseline (2013)	Interim Milestone		Target (2020) Europe 2020 target
	(2015/2016)	(2017/2018)	
15%	13.6%	15.9%	20%
Impact indicator 3: Increase in energy efficiency - Primary energy consumption			
Source of the data: Eurostat			
Baseline (2013)	Target (2020) Europe 2020 target		
1 566.5 million tonnes of oil equivalent (Mtoe)	20% increase in energy efficiency (No more than 1 483 Mtoe of primary energy consumption)		
Impact indicator 4: Increase in energy efficiency - Final energy consumption			
Source of the data: Eurostat			
Baseline (2013)	Target (2020) Europe 2020 target		
1 104.6 million tonnes of oil equivalent (Mtoe)	20% increase in energy efficiency (No more than 1 086 Mtoe of final energy consumption)		
Planned evaluations:			
Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).			

Specific objective 3.1:			Related to spending programme
Supporting the shift towards a low-carbon economy in all sectors			ERDF/CF
Indicator 1: Additional capacity of renewable energy production-MW			
Source of the data: REGIO common indicator 30			
Baseline (2014)	Interim Milestone (estimate)		Target
	(2018)		2014-2023 (cumulative)
0	1,800		7,669
Indicator 2: Number of households with improved energy consumption classification			
Source of the data: REGIO common indicator 31			
Baseline (2014)	Interim Milestone (estimate)		Target
	(2018)		2014-2023 (cumulative)
0	203,900		874,927
Indicator 3: Decrease of annual primary energy consumption of public buildings			
Source of the data: REGIO common indicator 32			
Baseline (2014)	Interim Milestone (estimate)		Target
	(2018)		2014-2023 (cumulative)

0	1,124,532,700	5,182,178,423
Planned evaluations:		
Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 3.2:		Related to spending programme
Promoting climate change adaptation, risk prevention and management		ERDF/CF
Indicator 1: Population benefiting from flood protection measures		
Source of data: REGIO common indicator 20		
Baseline (2014)	Interim Milestone (estimate) (2018)	Target 2014-2023 (cumulative)
0	4,652,000	13,253,636
Planned evaluations:		
Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

IV. General objective 4, associated specific objectives and indicators

General objective 4:		
A deeper and fairer internal market enables citizens, businesses and public authorities to access the best quality goods and services for the best price and encourages mobility		
Impact indicator 1: Intra-EU trade in goods (% of GDP)		
Source of the data: Eurostat		
Baseline (2014)	Target (2020)	
20.8%	Increase	
Impact indicator 2: Intra-EU trade in services (% of GDP)		
Source of the data: Eurostat		
Baseline (2014)	Target (2020)	
6.3%	Increase	
Impact indicator 3: Share of mobile EU citizens as % of the labour force		
Source of the data: Eurostat		
Baseline (2014)	Target (2020)	
3.4%	Increase	
Impact indicator 4: Composite indicator of financial integration in Europe (FINTEC) ³¹		
Source of the data: European Central Bank		
Baseline (2014)	Target (2020)	
0.5/0.3	Increase	
The first entry is the price-based, the second the volume-based indicator value.		
REGIO-specific impact indicator		
Indicator 5: Increase in productivity levels in less developed Member States (%) ³²		
Source of the data: QUEST macroeconomic model		
Baseline (2014)	Interim Milestone (2019)	Target (2023 – end of the implementation of the 2014-2020 OPs)
0	1.91	3.35
Indicator 6: Dispersion of GDP per capita (all MS)		
Source of the data: Eurostat		
Baseline (2014)	Target (2020)	
54,3%	Reduce	
Planned evaluations:		
Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).		

Specific objective 4.1:

Strengthening of Single Market and EU industrial base through spending

Related to spending programmes

ERDF/CF

³¹ The FINTEC indicator is a scale-free measure normalized to always lie between 0 and 1; 0 means no cross-border integration, 1 means full integration; for the price-based part 1 would mean total absence of any price differentials for comparable money market instruments; for the volume-based part, full integration would mean lack of any home bias on the side of investors.

³² Increase in productivity thanks to ESIF programmes.

under TOs 1, 2, 3, 6, 7, 8, 9 and 10		
Indicator 1: Financial execution of related TOs		
Source of data: REGIO monitoring data		
Baseline (2014)	Interim Milestone	Target 2014-2023
0	N/A	100%

Specific objective 4.2: Developing regional and local potential through encouraging integrated development approach, capacity building, cross border and transnational cooperation and supporting networking, exchange of experience and cooperation between regions, towns and relevant social, economic and environmental actors	Related to spending programme ERDF
Indicator 1: Number of participants in cross-border mobility initiatives	
Source of data: REGIO monitoring data	
Baseline (2014)	Interim Milestone
0	N/A
Target 2014-2023 238 000 participants	
Planned evaluations: Ex-post evaluation to be carried out at the end of the 2014-2020 period (scope and precise schedule not yet available).	

Specific objective 4.3: Fostering the adoption and implementation of specific measures in all EU policies to take into account the characteristics of the 9 Outermost Regions (Açores, Canary Islands, Guadeloupe, Guyane, La Réunion, Madeira, Martinique, St. Martin, Mayotte) in line with Article 349 of the TFUE and with the specific partnership put in place by the Commission with the Outermost Regions and the concerned MS.	Related to spending programme ERDF
Indicator 1: Number of new legislative and non-legislative specific measures adopted to ensure effective implementation of the outermost regions strategy in various areas (e.g. cohesion policy, agriculture, fisheries, taxation, trade, competition, transport)	
Source of data: DG REGIO monitoring data	
Baseline (2015)	Interim Milestone (2017)
0	11
Target (2020) TBD, based on the renewed strategy which should be adopted in 2017	
Planned evaluations: No evaluations planned so far.	

Specific objective 4.4: To support candidate countries and potential candidates ('beneficiary countries') in implementing the political, institutional, legal, administrative, social and economic reforms required to bring the countries closer to Union values, to progressively align to Union rules, standards, policies and practices and to prepare for the management of Union structural, cohesion funds, with a view to Union membership.	Related to spending programme IPA (Pre-accession assistance)
Indicator 1: Commission Decisions on Conferral of Management (Decentralized Implementation System under IPA Component III in place for all 5 Operational Programmes of the former Yugoslav Republic of Macedonia, Montenegro, Turkey)	
Source of data: Source: (Article 14 of Commission Regulation (EC) No 718/2007 of 12 June 2007)	

Baseline (2007)	Interim Milestones			Target (2017) ³³
	2013	2014	2015	
0	4 (1 FYROM, 3 Turkey)	5 (1 FYROM, 3 Turkey, 1 Montenegro)	5 (1 FYROM, 3 Turkey, 1 Montenegro)	5 (1 FYROM, 3 Turkey, 1 Montenegro)
Indicator 2: Screening Reports (SR), Opening Benchmarks (OB), and EU Common Positions (EUCP) adopted relative to the accession of individual candidate countries Source of data: DG NEAR data				
Baseline (2007)	Interim Milestones			Target (2019) ³⁴
	2013	2015	2016	
1 (Turkey)	7 (SR + OB + EUCP Iceland; SR + OB + EUCP Turkey; SR Montenegro)	8 (SR + OB + EUCP Iceland; SR + OB + EUCP Turkey; SR + OB Montenegro)	10 (SR + OB + EUCP Iceland; SR + OB + EUCP Turkey; SR + OB Montenegro; SR + OB Serbia)	12 (SR + OB + EUCP Iceland; SR + OB + EUCP Turkey; SR + OB + EUCP Montenegro; SR + OB + EUCP Serbia)
Planned evaluations: No evaluations planned so far.				

³³ End of eligibility period throughout which it is necessary not only to achieve but also to maintain budget management powers under IPA 2007-2013

³⁴ End of mandate of present Commission; end of mandate of IPA/accession negotiations sector

V. General objective 8, associated specific objective(s) and indicator(s)

General objective 8:	
Migration and asylum policy is further developed to meet geopolitical challenges and to ensure efficient management of migration flows in the EU	
Impact indicator 1: Gap between the employment rates of third-country nationals compared to EU nationals, age group 20-64	
Source of the data: Eurostat	
Baseline (2014)	Target (2020)
13.4 points Non-EU nationals: 56.3% EU nationals: 69.7%	Decrease

Specific objective 8.1:	Related to spending programme
Support to Member States for identifying possible scope for assistance towards effective integration policies through ERDF 2014-2020 programmes	ERDF
Indicator 1: Production of guidance/supporting documents for Member States highlighting possibilities for supporting effective integration of third country nationals with ERDF	
Source of data: REGIO H1 monitoring data	
Baseline (2014)	Target (2020)
0	1 document per year from 2014 to 2020
Planned evaluations:	
No evaluations currently planned	