



MANAGEMENT PLAN 2014
Directorate General Enterprise and Industry

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1. Mission Statement

We help EU enterprises and industry to be competitive, so that they generate growth and more jobs.

We develop policies and actions for the re-industrialisation of Europe aiming at an innovative, modern and sustainable economy. Our aim is that industry accounts for approximately 20% of GDP by 2020 from the current 15.1%.

We develop policies and actions to help SMEs grow in a business-friendly environment.

We aim at ensuring a fair level playing field for businesses in exploiting opportunities of the EU single market for goods and we support the expansion of their economic activities outside the EU.

We develop smart legislation in a number of industrial sectors (among them chemicals, automotive, tourism, textiles, defence, fashion, design, creative industries raw materials, metals, minerals and forest-based industries, engineering industries, food and healthcare industries, biotechnology, aeronautic and maritime industries).

We are responsible for the high potential sectors of space, satellite navigation, earth monitoring and promising industrial technologies (including key enabling technologies).

In order to achieve our policy goals and promote innovation and entrepreneurship we develop and manage EU support programmes: COSME, Horizon 2020 (for space, secure societies, innovation in SMEs and raw materials), Galileo and Copernicus.

2. The challenges in 2014 and beyond

(A personal message from the Director General Daniel Calleja Crespo)

2014 will be a **pivotal year** for the European Union. A new European Parliament will be elected in spring and the new College of Commissioners will take office in the autumn. Consequently, 2014 is the year when our top priorities are to finalise the work performed during the current Commission's mandate and to look back and critically assess our achievements over the last 5 years. It will, however, also be a period for looking forward: as the first year for the new Parliament and new College, we should think forward to analyse and determine what we want to achieve in the future.

Hopefully, 2014 will be the year during which the incipient economic recovery in the EU will gain speed and find solid consolidation. After several quarters of fragile economic growth, there are signs that the economic situation will continue improving this year. On the policy side, **the number one priority for DG ENTR in 2014 will continue to be supporting Europe's economy and strengthening the competitiveness of European companies** in line with the Commission's central aim of providing growth and jobs.

Our first objective is to provide the European Parliament and Council with maximum support to **facilitate the adoption of those DG ENTR files which are currently in the co-decision**

process before the end of the current legislature. Be it space-related regulations such as Copernicus and SST, internal market legislation such as car registration, radio equipment and market surveillance or more political files such as industrial policy. We will work closely with the co-legislators to ensure their timely treatment and adoption.

Our second aim will be to continue pushing for the **re-industrialisation and modernisation of the European economy**. Our aim is clear: industry's share in the GDP of the European Union should reach 20% by 2020. We are currently at 15.1% and much work remains to be done. To this end, we will present two ambitious policy visions on **industrial policy and the internal market for products** respectively. These should set the scene for much of our future work for which we will seek the highest political endorsement and guidance when industrial competitiveness is discussed at the March 2014 European Council. DG ENTR will also continue working in the context of the European Semester to foster a growth-friendly business environment at national level, including a modern public administration.

As the DG responsible for providing European enterprises with a growth-friendly business environment, we will continue our work on decreasing the administrative burden and costs for all enterprises. In the Commission Communication on regulatory fitness (**REFIT**) we outlined a clear path to further regulatory simplification which we will follow in 2014, focusing particularly on the **oil refining sector, firearms legislation, the chemicals industry and forest-based industries**. Moreover, we will continue the systematic improvement of all new Commission initiatives with a significant impact on competitiveness by applying **competitiveness proofing** on the basis of the new methodology developed by DG ENTR.

Furthermore, DG ENTR will also pay particular attention to the implementation of the actions outlined in the **Entrepreneurship Action Plan**, which was adopted in 2013 so as to improve the business environment for entrepreneurs. The new **Green Entrepreneurship Action Plan** will also help SMEs to turn environmental challenges into business opportunities.

Our work will also continue on improving the competitiveness of a number of important industrial sectors. On the defence sector, a report will be issued on the implementation of the actions set out in the Defence Communication of July 2013 and the orientations given by the European Council of December 2013. In addition, we will pursue our work on enhancing sustainable competitiveness and growth in the tourism sector, as well as measures keeping Europe the world's no.1 tourism destination and on improving the access of **mutual societies** to the internal market.

Thirdly, 2014 will require a major effort to ensure that the setting up and management of all the **financial programmes under the responsibility of DG ENTR in the new Multi-Annual Financial Framework for 2014-2020** gets off to a good start. The financial resources under the management of DG ENTR have tripled in comparison to the previous period and it is our task to make sure that these resources are managed efficiently and professionally in order for them to contribute to Europe's economic development. This will be a challenging task given that the increase in financial resources takes place at time when the pressure on staffing and human resources is higher than ever.

For the first time in history, the EU has a programme fully dedicated to the competitiveness of enterprises and to SMEs (**COSME**), which DG ENTR will manage in close co—operation with the EASME Agency for which we are responsible. It is essential that the implementation of this programme takes place quickly and smoothly so as to allow European SMEs to tap into

the opportunities it provides in accessing finance and the internal market. It is an important achievement of this DG that the new research and innovation programme of the Union (**Horizon 2020**) puts a much stronger emphasis on closer-to-market innovations, and hence growth and jobs, than its predecessor (FP7) as well as allowing for much greater SME participation. Our priority in 2014 will be to ensure that the rolling out of those parts of Horizon 2020 for which DG ENTR is responsible (notably space, security, raw materials and SME participation) allows for the modernisation of Europe's industrial base.

Our flagship space programmes – **Galileo and Copernicus** – are now switching from their development phase to an operational phase. This is a major achievement as it provides the EU with the strategic infrastructure needed to make use of the economic possibilities of downstream services and applications, which potentially offer huge gains for Europe's economy. We will therefore continue our close co-operation with the European Space Agency and the European GNSS Agency in particular to ensure the continued deployment of satellites and the development services. Political discussions towards establishing a new institutional framework of relations with the European Space Agency will continue during the year.

The DG will continue its efforts in driving forward the EU space policy, focusing in particular on establishing the European Space Surveillance and Tracking (SST) support framework and preparing its future implementation. The objectives and priorities set out in the 2013 **space industrial policy** communication will be further pursued in view of improving the framework conditions supporting a robust growth and global competitiveness of the Europe space industry and preparing the groundwork for future Commission initiatives in this area, including but not limited to a legislative initiative on the dissemination of high-resolution satellite data for commercial purposes.

Finally, 2014 will also be the year in which the Commission and DG ENTR will be **preparing for the new mandate**. We will need to work together on the analysis and planning of our priorities and initiatives beyond 2014 so as to be able to hit the ground running when the new Commission takes office later in the year.

Daniel Calleja Crespo

3. Key Performance Indicators

The following 5 key performance indicators have been selected as the most relevant to measure progress for the years to come. They may be adapted and/or replaced in line with new priority work areas.

Result indicator: Number of firms benefiting from debt financing Source: EIF (European Investment Bank) reports		
Baseline	Milestone	Target
As of 31 December 2012, €13.4 billion in financing mobilised, reaching 219,000 SMEs (SMEG)	End of 2017: Value of financing mobilised ranging from €7.5 billion to €11.5 billion; number of firms receiving financing which benefit from guarantees from the programme ranging from 115,000 to 178,000	Value of financing mobilised ranging from €14 billion to €21 billion; number of firms receiving financing which benefit from guarantees from the programme ranging from 220,000 to 330,000 (target for 2020)
Result indicator: Delivery of the actions announced in the Regulatory Fitness Communication possibly leading to amendments in the legislation Source: COM(2013)685 final		
1 Fitness Check and 1 Cumulative Cost Assessment delivered in 2013	4 delivered in 2014 1 in 2015 1 in 2016	8 Fitness Check, Evaluations and Cumulative Cost Assessments to be delivered by 2016
Result indicator: Cumulative number of operational satellites (Galileo and Copernicus) Source: Public announcements		
Galileo: 4 in 2013	14 by 2015	30 by 2020
Copernicus: 0 in 2013	3 by 2015	6 by 2020
Result indicator: Share of Horizon 2020 projects with activities close to the market or to developing applications measured by the Technology Readiness Level (TRL) indicator¹, measured for the space part of Horizon 2020 under ENTR responsibility Source: Internal monitoring		
This indicator is a new approach, therefore no baseline	55% of the 2014 budget to be devoted to projects with a TRL of at least 4 (= demonstration through a trial and/or external input)	End 2015: 60% of the budget for the biannual work programme will be devoted to projects with a TRL of at least 4 (= demonstration through a trial and/or external input)
Result indicator relating to Internal Control: Multiannual residual error rate for the DG ENTR activities Sources: DG ENTR control results (CENSOR)		
The residual error rate is below the materiality threshold of 2%	Yearly quantifiable error per ABB activity below materiality level of 2%	Reasonable assurance that the DG ENTR Internal Control System is effective to ensure that the error rate is in acceptable limits

¹ The TRL index ranges from 1 (basic research) to 9 (market ready application). The target of 4 is to demonstrate that the aim of the programme is to finance projects which intend to innovate. This should not be seen as underrating the value of basic research projects, which actually create pre-conditions for innovation.

4. General Objectives and Indicators

The general objectives of the European Commission's services are accompanied by impact indicators, which measure long-term changes in EU society. Thus, the achievement of the targets for the impact indicators below is mainly the responsibility of the Member States, with the Commission playing the role of catalyst and facilitator.

For DG Enterprise and Industry, the general objectives relate to four financial programmes:

- Competitiveness of Enterprises and SMEs (**COSME**)
- **Horizon 2020** – research relating to enterprises
- European Satellite Navigation Programmes (**Galileo and EGNOS**), and.
- **Copernicus**.

Furthermore, this DG has a general objective for the **internal market**. The activities in this area are mainly managed through legislative action.

COSME:

To strengthen the competitiveness and sustainability of the Union's enterprises, particularly SMEs		
<i>Baseline</i>	<i>Milestone</i>	<i>Target</i>
1. Performance of SMEs as regards sustainability		
2012: 26% (source Eurobarometer)	A milestone will be defined once data from the Observatory for Industrial Change (to be launched in 2016) is available	Increase the share of Union SME producing green products
2. Changes in unnecessary administrative and regulatory burden on both new and existing SMEs		
Number of days to set up new SME in 2012 = 5.4 working days	4 days by 2017	Marked reduction of number of days to set-up a new SME ²
Cost of start-up in 2012: €372 2011: €397; 2010: €399; 2009: €417	€300 by 2017	Marked reduction in the average start-up costs in the Union ³
Number of Member States where the time needed to get licences and permits (incl. environmental permits) to take up and perform the specific activity of an enterprise is one month = 2	4 Member States by 2017	Marked increase in the number of Member States where the time needed to get licences and permits to take up and perform the specific activity of an enterprise is one month
3. Changes in share of SMEs exporting within or outside the Union		

² A 2020 target of 3 days is mentioned in the recent Industrial Policy Communication COM(2014)14 of 22 January 2014.

³ A 2020 target of €100 is mentioned in the recent Industrial Policy Communication COM(2014)14 of 22 January 2014.

Number of SMEs exporting within the EU is 25% in 2009	Number of SMEs exporting within the EU is 29% in 2018	Increase in the share of SMEs exporting and increase in the share of SMEs exporting outside the Union
Number of SMEs exporting outside the EU is 13% in 2009	Number of SMEs exporting outside the EU is 17.5% in 2018	

To encourage an entrepreneurial culture and promote the creation and growth of SMEs		
1. Changes in SME growth		
In 2010 SMEs provided more than 58% of total EU gross value added	Annual increase of 4% in SMEs Gross Value-Added	Increase of SME output (value added) and employees
Total number of employees in SMEs in 2010 = 87.5 million (67% of private sector jobs in the EU)	Annual growth of employees in SMEs of 1%	
2. Changes in share of Union citizens who wish to be self-employed (Source: Eurobarometer survey)		
2012 = 37%	50% by 2017	Increase in share of EU citizens that would like to be self-employed

Internal Market:

To ensure an open internal market for goods		
<i>Baseline</i>	<i>Milestone</i>	<i>Target</i>
Trade in goods in the internal market as % of GDP		
Mar 2013: 21.7%	23% by 2017	25% by 2020

Horizon 2020: research relating to enterprises:

To build a society and an economy based on knowledge and innovation across the whole Union by leveraging additional research, development and innovation funding and contributing to attaining R&D targets		
<i>Baseline</i>	<i>Milestone</i>	<i>Target</i>
Business enterprise R&D expenditure as percentage of GDP		
1.3% in 2011	1.5% in 2017	2% in 2020
Innovation indicator (Index with reference 100 in 2010)		
104.4 in 2011	Pending decision in the context of the European Semester	

European satellite navigation programmes (EGNOS and Galileo):

Supporting European presence in space and the development of satellite services		
<i>Baseline</i>	<i>Milestone</i>	<i>Target</i>
Market share of EU GNSS industry in worldwide GNSS downstream market		
2010: 24% 2012: 22% one year after EGNOS SoL declaration	2016: 25% one year after start of IOC services	2020: 33%

Copernicus:

Protection of the environment and provision of support to civil protection and security efforts		
<i>Baseline</i>	<i>Milestone</i>	<i>Target</i>
1. Data and information made available in accordance with the respective service-level delivery requirements for environment, civil and security Source: The six sentinels, contributing missions and the ground segment		
Land service and Emergency Management service data provision through initial operations publically available through a Copernicus data portal, Atmosphere and Marine service data available on a best efforts basis	The Marine, Atmosphere, and Security service becoming operational in 2015; The Climate Change service entering its pre-operational phase in 2016, and becoming fully operational in 2018.	The provision of data from six service domains available to the public through a Copernicus portal, with quantified service level and quality assurance
Support of the Europe 2020 growth strategy by contributing to the objectives of smart, sustainable and inclusive growth, in particular, it shall contribute to economic stability and growth by boosting commercial applications		
1. Provision of data for the purposes of Earth observation Source: The six sentinels, contributing missions and the ground segment		
Data are supplied via contributing space missions and ground-based providers	Successful launch and operations of six Copernicus satellites (Sentinels) constellation. The launches are expected in 2014 (S-1A), 2015 (S-2A, S-3A, 5p), 2016 (S-1B, S-2B, S-3B) and 2019 S-4A and S-6A)	The six Copernicus satellites will become the primary source of Copernicus data, thus complementing the ground segment, and the contributing missions

A) COMPETITIVENESS OF ENTERPRISES AND SMALL AND MEDIUM-SIZED ENTERPRISES (COSME)

EU Competence and added value

The additional value for action at the Union level relies on the following five main sources:

- Strengthening the Single Market, by overcoming market fragmentation in areas such as venture capital investment, cross-border lending and credit enhancement as well as informational and organizational constraints which prevent SMEs from taking advantage of the opportunities that the Single Market offers.
- Demonstration and catalytic effects through the dissemination of industrial and policy best practices
- Economies of scale in areas where it would be difficult for individual Member States to achieve the required critical mass. For instance, in the field of support to SMEs abroad, European added value is created by the bundling of national efforts and, by establishing services that would lack critical mass if provided at national level (for example, through support to IPR enforcement). Union intervention can also contribute to avoid duplication of effort, promote cooperation between Member States and coordination with relevant non-Member States.
- Coherence and consistency in national measures through the exchange of best practices at European level and benchmarking.
- The European Investment Bank (EIB) and the European Investment Fund (EIF) have gained experience in designing and implementing SME-friendly financing schemes. The Enterprise Europe Network has achieved tangible results by putting emphasis on promoting the internationalisation of SMEs (in the Internal Market and beyond) through providing information on Union matters as well as the possibility to feed into the decision making process.

The financial envelope for the implementation of the COSME programme is set at EUR 2 298,243 million in current prices, of which no less than 60 % shall be allocated to financial instruments.

Intervention logic

Problems

- Difficulties in accessing finance for SMEs which struggle to demonstrate their creditworthiness and find it hard to gain access to risk capital;
- Weak entrepreneurial spirit -- only 45% of European citizens would like to be self-employed compared to 55% e.g. in the United States;

- A business environment not conducive to start-ups and growth, characterised by persistent regulatory fragmentation and too much red tape;
- Limited capacity of SMEs to adapt to a low-carbon, climate-resilient, energy and resource efficient economy due to limited financial means and limited expertise;
- Limited capacity of SMEs to expand to markets beyond their home country, both within the Single Market and beyond.

General objectives

- 1) To strengthen the competitiveness and sustainability of the Union's enterprises, particularly SMEs
- 2) To encourage an entrepreneurial culture and promote the creation and growth of SMEs

Specific objectives

- 1) To improve access to finance for SMEs in the form of equity and debt
- 2) To improve framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector
- 3) To promote entrepreneurship and entrepreneurial culture
- 4) To improve access to markets, particularly inside the Union but also at global level

Actions

1) Actions to improve access to finance for SMEs

The programme will support actions to facilitate and improve access to finance for SMEs in their start-up, growth and transfer phases, being complementary to the Member States' use of financial instruments for SMEs at national and regional level.

The financial instruments include an equity facility and a loan guarantee facility.

2) Actions to improve the framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs

Such actions include measuring on a regular basis the impact of relevant Union law on SMEs, where appropriate by means of a scoreboard, support for independent expert groups and the exchange of information and good practices, including on the systematic application of the SME test at Union and Member State level.

3) Actions to promote entrepreneurship

Such actions include reducing obstacles to the setting-up of enterprises, supporting a business environment and culture favourable to sustainable enterprises, start-ups, growth, business transfer, second chance (re-start). Other actions may include mobility programmes for entrepreneurs and support for entrepreneurial education.

4) Actions to improve access to markets

Such actions include information provision (including through digital services) in relation to Union programmes, law and standards, information on existing barriers to

market entry and business opportunities, public procurement and customs procedures, and improving support services in terms of standards and intellectual property rights in priority third countries.

Beneficiaries and management modes

- **Loans and venture capital (“the financial instruments”):**

The beneficiaries are SMEs through banks and venture capital funds.

Indirect management is assured by the European Investment Fund (EIF)

- **Grants and tenders:**

The beneficiaries are SMEs, which receive help by service providers (e.g. Enterprise Europe Network, IPR Helpdesks, project consortia, SME associations, national or regional authorities).

Direct management is assured by the executive agency EASME.

Indirect management with international organisations is also envisaged for certain analytical and benchmarking activities.

Commission’s Responsibilities

The Commission is responsible for the implementation of COSME.

Main intended results

- Provision of guarantees directly to enterprises;
- Provision of information on SME-related topics;
- Identification of best practice for SMEs;
- Reduction of administrative burden.

Exogenous factors/risks

- The good implementation of the programme depends on the delegation agreement with the European Investment Fund for the financial instruments and with the EASME executive agency for the other objectives.
- An additional challenge will be the establishment of a new working method between the Commission and the EASME agency for actions directly linked to policy making.

Financial Resources (€ in commitment appropriations)			Human Resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
268.307.275	3.675.000	271.982.275	317	50	367

Relevant General Objectives: To strengthen the competitiveness and sustainability of the Union's enterprises, particularly SMEs

To encourage an entrepreneurial culture and promote the creation and growth of SMEs

Specific Objective 1: To improve access to finance for SMEs in the form of equity and debt
S Spending Programme

Baseline	Milestone (end of 2017) ^{4 5}	Target (2020)
Result indicator: Number of Firms benefiting from debt financing Source: EIF (European Invest Fund) Reports		
As of 31 December 2012, €13.4 billion in financing mobilised, reaching 219,000 SMEs (SMEG)	Value of financing mobilised ranging from €7.5 billion to €11.5 billion; number of firms receiving financing which benefit from guarantees from the programme ranging from 115,000 to 178,000	Value of financing mobilised ranging from €14 billion to €21 billions; number of firms receiving financing which benefit from guarantees from the programme ranging from 220,000 to 330,000
Result indicator: Number of VC investments from the Programme and overall volume invested Source: EIF (European Invest Fund) Reports		
As of 31 December 2012, €2.3 billion in VC funding mobilised to 289 SMEs (GIF)	Overall value of VC investments ranging from €0.74 billion to €1.1 billion; number of firms receiving VC investments from the Programme ranging from 100 to 150 ⁶	Overall value of VC investments ranging from €2.6 billion to €4.0 billion; number of firms receiving VC investments from the Programme ranging from 362 to 544
Result indicator: Leverage Ratio Source: EIF (European Invest Fund) Reports		
Leverage ratio for the SMEG facility 1:32 Leverage ratio for GIF 1:6.7	Debt instrument 1:20 – 1:30 Equity instrument 1:4- 1:6	Debt instrument 1:20 – 1:30 Equity instrument 1:4- 1:6 ⁷

⁴ End of 2017 chosen because these numbers are expected to serve as a basis for the mid-term evaluation of the Programme in 2018.

⁵ The numbers provided will have to be adjusted depending on the actual contribution of COSME to the SME initiative which is still unknown. The corresponding values for the COSME contributions to the SME initiative will depend on the actual amounts of ESIF resources mobilised as well as on the actual targets set in the funding agreements between participating Member States and the EIF.

⁶ These numbers take into account that investing by VC Funds is spread over 4-5 years after commitment.

⁷ EUR 1 from the Union budget will result in EUR 20-30 in financing and EUR 4-6 in equity investments over the lifetime of

Result indicator: Additionality of the EFG and LGF Source: EIF (European Invest Fund) Reports		
Additionality of the SMEG: 64% of final beneficiaries indicated that support was crucial to find the finance they needed. Additionality of the GIF: 62% of GIF final beneficiaries indicated that support was crucial to find the finance they needed	Share of final beneficiaries that consider the EFG or the LGF to provide funding that could not have been obtained by other means equal to or higher than 70%	Increase in the share of final beneficiaries that consider the EFG or the LGF to provide funding that could not have been obtained by other means compared to baseline
Main policy outputs		
Implementation of the financial instruments Equity Facility for Growth (EFG) and Loan Guarantee Facility (LGF) Survey on SMEs access to finance		
Main expenditure-related outputs		
Promotion of EU financial instruments including EU finance days	Timely carry-out of the events, campaigns and production of promotional material	4 th quarter 2014
Organisation of workshops with SMEs, banks and other financial institutions to monitor the market situation and to facilitate SMEs' access to finance	Organise 3 to 5 events on issues relevant to policy making	4 th quarter 2014
Updating of existing IT tool for the needs of the operational and financial monitoring and reporting of financial instruments under COSME	Timely adaptation of the existing IT tool to COSME requirements	4 th quarter 2014

Relevant General Objective: To strengthen the competitiveness and sustainability of the Union's enterprises, particularly SMEs		
Specific Objective 2: To improve framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector		
S Spending Programme		
Baseline	Milestone	Target (2020)
Result indicator: Number of simplification measures adopted Source: Internal monitoring		
3 in 2013	5 in 2014	At least 7 simplification measures per year
Result indicator: Making the regulatory framework fit for purpose Source: Internal monitoring and REFIT Communication		
1 Fitness Check delivered in 2013	2 by 2015	Up to 5 fitness checks to be launched over

the COSME programme.

		the course of the COSME programme
Result indicator: Number of Member States using the competitiveness proofing test Source: Internal monitoring		
Number of Member States using the competitiveness proofing test: 0	25% of the Member States by end 2017	Marked increase in the number of Member States using the competitiveness proofing test
Result indicator: Resource efficiency (which may include energy, materials or water, recycling, etc) actions taken by SMEs Source: Eurobarometer		
<p>93% of SMEs are taking at least one action to be more resource efficient, with the most common actions being to minimise waste, save energy (both 67%) and save materials (59%). At least half are also recycling by reusing material or waste within the company, or by saving water (both 51%).</p> <p>Eight out of ten SMEs are planning additional resource efficiency actions in the next two years, particularly saving energy (58%) and minimising waste (56%). Almost half (49%) plan to save materials, while 43% will save water and 41% will recycle within the company.</p>	<p>A milestone will be defined following the launch of the European Resource-Efficiency self-assessment tool for SMEs in 2014</p>	<p>Increase in the share of Union SMEs that are taking at least one action to be more resource efficient (which may include energy, materials or water, recycling, etc.) compared to baseline (initial measurement)</p> <p>Increase in the share of Union SMEs that are planning to implement additional resource efficiency actions (which may include energy, materials or water, recycling, etc) every two years compared to baseline (initial measurement)</p>
Result indicator: Number of Member States using SME test⁸ Source: Reports from Member States		
Number of Member States using SME test: 15 MS	4 more Member States by 2017	Marked increase in the number of Member States using SME test
Result indicator: Participation in transnational cooperation projects in tourism Source: Internal monitoring		
3 countries covered per project in 2011	2017: 5 countries per project	Increase in the number of Member States participating in transnational cooperation projects funded by the Programme
Result indicator: Number of destinations adopting the sustainable tourism development models promoted by the European Destinations of Excellence Source: Internal monitoring		
Number of European Destinations of Excellence awarded in total 98 in 2011	2017: more than 150	More than 200 destinations adopting the sustainable tourism development models promoted by the European Destinations of Excellence (about 20 every year)
Result indicator: Number of new products/services in the market Source: Internal monitoring		
As this was restricted to analytical work of limited scale, the baseline will be 5 in 2017	15 in 2018	Increase in the cumulative number of new products/services (initial measurement)

⁸ Joint responsibility with the Secretariat-General

Main policy outputs

Industrial Policy Package – 22 January 2014

Report on the implementation of the actions set out in the Defence Communication of July 2013 and the orientations given by the European Council of December 2013 – 2014

SME Performance Review

Report on “Member States’ Competitiveness performance and Implementation of EU Industrial Policy” – September 2014

Proposal for a Council Recommendation on the European Tourism Quality Principles – 1st quarter 2014

Communication on the Strategic Implementation Plan of the EIP on raw materials

Light Industries Outlook (quarterly)

Main expenditure-related outputs

<p>E-skills: Launch of calls for tender: ‘E-skills for Jobs’ Communication and Awareness Raising Campaign</p>	<ul style="list-style-type: none"> • Successful launch of call 	<p>2nd quarter 2014</p>
<p>Clusters: Launch call for proposal Cluster Go International Launch call for tender Promoting international cluster and business network cooperation Launch call for proposal Cluster Excellence Programme</p>	<ul style="list-style-type: none"> • Successful launch of calls 	<p>Call for proposals – open 1st quarter 2014 – 1st quarter 2016 Publication of Call for tender 1st quarter 2014 Launch of call for proposal Cluster Excellence Prog – 1st quarter 2014</p>
<p>Key Enabling Technologies (KETs): Launch call for tender Ensuring a favourable trade environment in the field of KETs</p>	<ul style="list-style-type: none"> • Successful launch of call 	<p>Publication of call for tender 2nd quarter 2014</p>
<p>Corporate Social Responsibility: Organisational support for the European Multi-Stakeholder Forum on CSR and social enterprises</p>	<ul style="list-style-type: none"> • Feedback from participants (relevant stakeholders) on EU policy on CSR useful for input for future policy design 	<p>Plenary meeting of the Forum to be held by 3rd quarter 2014</p>
<p>Construction sector: Implementation of the action plan Construction 2020 through a series of capacity building measures, roadmaps, market analyses, collection of good practices and an annual review of the results achieved.</p>	<ul style="list-style-type: none"> • Delivery of annual review 	<p>4th quarter 2014</p>
<p>Raw materials: Membership Fees International Study Groups: Rubber (IRSG), Lead and Zinc</p>	<ul style="list-style-type: none"> • Participation in the activities of the IRSG, ILZSG, INSG and ICSG 	<p>3rd quarter 2014</p>

(ILZSG), Nickel (INSG) and Copper (ICSG)		
<p>Food sector:</p> <p>Monitoring of the implementation of principles of good practice in vertical relationships in the food supply chain - Launch of call for tender, award of contract and start of project</p>	<ul style="list-style-type: none"> • Successful launch of call for tenders 	1 st quarter 2014
<p>SMEs resource efficiency:</p> <p>Resource efficiency self-assessment tool for SMEs: Launch of call followed by procurement contracts</p>	<ul style="list-style-type: none"> • Successful launch of call for tender 	2 nd quarter 2014
<p>SME envoy:</p> <p>Organisation of SME Envoy meetings, SME Assembly and Sherpa meetings</p>	<ul style="list-style-type: none"> • Successful outcome of meetings 	SME Assembly to be organised by 3 rd quarter 2014
<p>SME policy:</p> <p>Monitoring implementation of the Small Business Act (SBA) and SBA review & promotion (i.e. Business Planet TV magazine)</p> <p>Maintenance, update and promotion of Small Business Portal</p>	<ul style="list-style-type: none"> • Timely production of tools (web-based, audiovisual and/or printed leaflets, social media campaigns) 	Start of the action: 4 th quarter 2014
<p>Tourism:</p> <p>Launch of calls for proposals:</p> <ul style="list-style-type: none"> - Increasing tourism flows in low/medium seasons - Diversifying the EU tourism offer and products – sustainable transnational tourism products - Diversifying the EU tourism offer and products – EDEN - Diversification of tourism offer through synergies with creative and high-end industries 	<ul style="list-style-type: none"> • Successful launch of call for proposals 	Launch of call for proposals by 2 nd quarter 2014
Textile and fashion	<ul style="list-style-type: none"> • Successful launch of the opening to the public of the Light Industry Outlook 	Quarterly
<p>Defence sector:</p> <p>Implementation of the action plan "A more efficient defence for a more secure Europe": Launch call for tender</p>	<ul style="list-style-type: none"> • Successful launch of call for tender 	2 nd quarter 2014
<p>Administrative burden:</p> <p>Organisation of meetings of the High Level Group on Administrative Burdens</p>	<ul style="list-style-type: none"> • Provision of meetings (target 7 plenary meetings) 	To be organised between 1 st and 4 th quarter 2014

Relevant General Objective: To encourage an entrepreneurial culture and promote the creation and growth of SMEs		
Specific Objective 3: To promote entrepreneurship and entrepreneurial culture		
S Spending Programme		
Baseline	Milestone	Target (2020)
Result indicator: Number of Member States implementing entrepreneurship solutions based on good practice identified through the programme		
Source: Reports from Member States		
Number of Member States implementing entrepreneurship solutions: 22 (2010)	25 in 2017	100%
Result indicator: Number of Member States implementing entrepreneurship solutions targeting potential, young, new and female entrepreneurs, as well as other specific target groups		
Source: Reports from Member States		
12 Member States in the European Network of Mentors for Women Entrepreneurs 6 Member States and 2 regions have a specific strategy for Entrepreneurship Education 10 Member States have incorporated national objectives related to entrepreneurship education in broader lifelong learning strategies and in 8 Member States entrepreneurship strategies are currently under discussion	By 2017: 12 Member States implementing new initiatives in this area	Marked increase in number of Member States
Main expenditure-related outputs		
Organisation of conferences on: - Boosting the Business of Liberal Professions - Second chance for honest failed entrepreneurs - Transfers of Business	<ul style="list-style-type: none"> • Delivery of conferences 	Conferences to be organised during 1 st – 4 th quarter 2014
Launch call for tender 'Digital Entrepreneurship Monitor'	<ul style="list-style-type: none"> • Successful launch of call 	Publication 2 nd quarter 2014
Organisation of Greek Presidency Conference on Social Economy	<ul style="list-style-type: none"> • Delivery of conference 	1 st quarter 2014
Call for proposals 'Erasmus for Young Entrepreneurs (mobility scheme)	<ul style="list-style-type: none"> • Number of entrepreneurs registered for the programme 	Publication of call 1 st quarter 2014
Launch of call for proposals Entrepreneurship Education (pan-European entrepreneurial learning initiative)	<ul style="list-style-type: none"> • Successful launch of call 	1 st quarter 2014

Launch of call for tender 'Creating a European online e-platform for female entrepreneurship	<ul style="list-style-type: none"> • Successful launch of call 	1 st quarter 2014
Organisation of laboratories for Member States nominated experts for Senior Entrepreneurs Best Practice Exchange	<ul style="list-style-type: none"> • Timely delivery of labs and results 	4 th quarter 2014

Relevant General Objectives: To strengthen the competitiveness and sustainability of the Union's enterprises, particularly SMEs

To encourage an entrepreneurial culture and promote the creation and growth of SMEs

Specific Objective 4: To improve access to markets, particularly inside the Union but also at global level

S Spending Programme

Baseline	Milestone	Target (2020)
Result indicator: Number of cases of improved alignment between EU and third countries' regulations for industrial products Source: Internal monitoring		
It is estimated that in regulatory cooperation with main trading partners (US, Japan, China, Brazil, Russia, Canada, India) there is an average of 2 relevant areas of significant alignment of technical regulations	3 relevant areas by 2017	4 relevant areas of significant alignment of technical regulations with main trading partners (US, Japan, China, Brazil, Russia, Canada, India)
Result indicator: Number of partnership agreements signed Source: Monitoring through the Europe Enterprise Network		
Partnership agreements signed: 2475 (2012)	7500 signed by 2017	Partnership agreements signed: 2500 per year
Result indicator: Recognition of the Network amongst SME populations Source: Monitoring through the Europe Enterprise Network		
Recognition of the Network amongst SME population will be measured in 2015	Milestone to be determined once baseline has been set in 2015	Increase in the recognition of the Network amongst SME population compared to baseline
Result indicator: Client satisfaction rate (% SMEs stating satisfaction, added-value of specific service provided by the Network) Source: Monitoring through the Europe Enterprise Network		
Client satisfaction rate (% SMEs stating satisfaction, added-value of specific service): 78%	80% by end of 2017	Client satisfaction rate (% SME stating satisfaction, added-value of specific service): > 82%
Result indicator: Number of SMEs receiving support services Source: Monitoring through the Europe Enterprise Network		
Number of SMEs receiving support	1.400.000 by end of 2017	Number of SMEs receiving support

services: 435,000 (2011)		services 500,000/year
Result indicator: Number of SMEs using digital services (including electronic information services) provided by the Network Source: Monitoring through the Europe Enterprise Network		
2 million SMEs per year using digital services	2.2 million SMEs in 2017	2.3 million SMEs per year using digital services
Main expenditure-related outputs		
Enterprise Europe Network:		
Network Grants (managed by EASME) Publication of call for proposals	<ul style="list-style-type: none"> • Successful publication of call 	January 2014
Signature of partnership agreements	<ul style="list-style-type: none"> • Successful signature of agreement 	3 rd quarter 2014
Signatures of specific grant agreements	<ul style="list-style-type: none"> • Successful signature of agreement 	4 th quarter 2014
Your Business portal: Promotion, further development, maintenance and multilingual translation of information for the Your Business Portal	<ul style="list-style-type: none"> • Number of unique visitors to the portal; • Number of page views; 	Increase number of visitors and page views by 5% each year
IPR Helpdesk: Publication of call for proposals for AESAN, China and Mercosur IPR SME Helpdesks	<ul style="list-style-type: none"> • Successful launch of call 	2 nd – 3 rd quarter 2014
SME internationalisation: Maintenance and further development of the SME internationalisation portal Launch of call for tender Support to SME Internationalisation	<ul style="list-style-type: none"> • Successful signature of contract 	Signature of contract: 1 st quarter 2014 First update of portal: 2 nd quarter 2014 Signature of contract: 2 nd quarter 2014 Start of the Action: 2 nd quarter 2014
EU-Japan Centre: Support for the EU-Japan Centre	<ul style="list-style-type: none"> • Successful signature of contract 	Signature of grant: 2 nd quarter 2014
Launch of call for tender for setting up a website facilitating access to EU and MS legislation for to light RPAS operators	<ul style="list-style-type: none"> • Successful launch of call 	2 nd quarter 2014

B) INTERNAL MARKET FOR GOODS AND SECTORAL POLICIES

Description of the activity

Within this activity the Commission takes measures to ensure an open internal market for goods, while promoting high standards for health, safety and environmental protection. This is done by continually reviewing and renewing existing internal market *acquis*, proposing new legislative or non-legislative actions whenever appropriate and by ensuring a correct implementation of EU law. For this purpose, DG ENTR relies also on the expertise of external bodies such as the European Chemicals Agency (ECHA) and the European Standardisation Organizations (ESOs⁹: CEN, CENELEC and ETSI).

EU Competence and added value

The single market is one of the main pillars of the European Union. It contributes to competitiveness and prosperity. In the current economic crisis it provides a safeguard against protectionism within the EU and the negative effects that would have on the economy. The aim of this activity is first and foremost to ensure the free flow of goods as stipulated in the Treaty. Secondly, societal needs such as environmental and consumer health and safety are addressed in the internal market legislation. Thirdly, internal market regulation needs to be proportionate to avoid weakening business competitiveness.

Within this activity, the DG manages both the *harmonized* and *non-harmonized* areas of the single market for goods. In the harmonized area, secondary legislation lays down requirements for around 75% of products in the single market. To ensure a flexible regulatory framework providing access to the single market while protecting essential public requirements, the DG promotes the use of the New Legislative Framework. This framework lays down common rules for market surveillance and accreditation, and promotes the use of essential requirements and conformity assessment to achieve the policy objectives.

In the non-harmonized area, free movement of goods is assured by the Treaty itself (Articles 34-36) and the “mutual recognition” principle deriving from the case-law of the Court of Justice. Ensuring that these rules are implemented across the EU is a key challenge, for which the 98/34 notification procedure plays a central role.

The Commission’s legislative work on the internal market for goods is structured around industrial sectors as diverse as motor vehicles, chemicals, electrical equipment, telecommunications, toys, textiles, wood, and construction products (the list is not exhaustive).

⁹ The European Committee for Standardisation (known by its French abbreviation CEN), the European Committee for Electro Technical Standardisation (CENELEC), and the European Telecommunications Standards Institute (ETSI)

Financial Resources (€) in commitment appropriations			Human Resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
39.170.000	160.000	39.330.000	160	20	180

Relevant General Objective: To ensure an open internal market for goods

Specific Objective 1: To regularly review existing internal market rules in specific sectors and propose new initiatives whenever appropriate

S Non-spending Programme

Baseline	Milestone	Target (2020)
Result indicator: Timely delivery of the actions announced in the Regulatory Fitness Communication possibly leading to amendments in the legislation Source: COM(2013)685 final		
1 Fitness Check and 1 Cumulative Cost Assessment delivered in 2013	4 delivered in 2014 1 in 2015 1 in 2016	8 Fitness Check, Evaluations and Cumulative Cost Assessments to be delivered by 2016

Main policy outputs

Communication on the review of the Internal Market legislation for industrial products (part of the Industrial Policy Package) – 22 January 2014

Communication “A Strategic Agenda for the Pharmaceutical Sector” – 2nd quarter 2014

Proposal for a Regulation facilitating the creation of European Mutual Societies

Proposal for a Regulation on appliances burning gaseous fuels - February 2014

Proposal for a Regulation on personal protective equipment – February 2014

Proposal for a Regulation on cableway installations- February 2014

Proposal for a Regulation relating to fertilisers and repealing Regulation (EC) No 2003/2003 – 2nd quarter 2014 (Simplification initiative)

Commission Directive setting up a traceability system for pyrotechnic articles – 2nd quarter 2014

Directive amending Directive 97/68/EC on non-road mobile machinery emissions – 2nd quarter 2014 (Simplification)

Proposal for a Regulation on Vehicle Construction

Implementation in UNECE Regulation 49/Euro VI of the methodology for the determination of emissions of pollutants from hybrid heavy-duty vehicles

Report on the Portable Emission Measurement System (PEMS) assessment

Certification procedure of CO₂ emissions from heavy-duty vehicles

5th Comitology Package - this initiative will complete emissions legislation on light duty vehicles with, among others, provisions for new Type 4 test, address regulatory and market failures and simplify specific aspects of the legal framework

Implementing measure of the strategy on CO₂: Regulation of the Commission amending Regulation (EC) N° 692/2008 on a new type-approval test procedure for CO₂ and regulated pollutants emissions

Implementing measure of the strategy on air quality: Regulation of the Commission amending Regulation (EC) N°

692/2008 on a new type-approval test procedure for NOx emissions

Adaptation to technical progress of EC legislation on motor vehicle type-approval

Delegated act laying down the detailed technical requirements for the type-approval of the eCall system

Regulation of the Commission amending Directive 2007/46/EC (framework directive) with regard to the multi-stage procedure

Delegated and implementing acts related to the Regulation 661/2009 concerning type-approval requirements for the general safety of motor vehicles

Delegated acts (Regulations) on functional safety requirements; on environmental and propulsion performance requirements; on the braking system requirements for agricultural and forestry vehicles; and on construction requirements, including occupational safety

Implementing measure setting out the administrative provisions for the type-approval of agriculture or forestry vehicles

Commission Delegated Regulation amending Annex III to Regulation (EU) No 305/2011 on the model to be used for drawing up a declaration of performance on construction products - Q2 2014

Commission Delegated Regulation amending Annex V to Regulation (EU) No 305/2011 concerning assessment and verification of constancy of performance – Q2 2014

Commission Regulation implementing Directive 2009/125/EC of the European Parliament and of the Council with regard to small, medium and large power transformers – Q2 2014

Commission Regulation implementing Directive 2009/125/EC of the European Parliament and of the Council laying down ecodesign requirements for ventilation – Q2 2014

Commission Delegated Regulation supplementing Directive 2010/30/EU of the European Parliament and of the Council with regards to the energy labelling of residential ventilation units – Q2 2014

Commission Regulation implementing Directive 2009/125/EC of the European Parliament and of the Council with regard to ecodesign requirements for professional storage cabinets, blast cabinets, condensing units and process chillers – Q4 2014

Commission Delegated Regulation supplementing Directive 2010/30/EU of the European Parliament and of the Council with regard to the energy labelling of professional storage cabinets - Q4 2014

Report from the Commission to the European Parliament and the Council: Review of the implementation of Regulation 2011/1007 on textile fibre names and related labelling and marking of the fibre composition of textile products

Main expenditure-related outputs

Technical assistance in economic/environmental modelling

Evaluation of the application of the principle of mutual recognition

Workshop on the cumulative impact of EU regulations in the chemicals industry

Economic issues, including the competitiveness of the European automotive industry

Relevant General Objective: To ensure an open internal market for goods

Specific Objective 2: To ensure the correct application of EU law
S Non-spending Programme

Baseline

Milestone

Target (2020)

Result indicator: Number of consultations of the 98/34 and TBT notifications database measuring the awareness among stakeholders

Source: Commission TRIS and TBT databases

2008: 100 (baseline index)
 2009: 100

Yearly increase of at least 5%,
 leading to ca. 635000

Ca. 770000 consultations/informations in

2010: 118 2011: 141 2012: 166 2013: 177 (equalling ca. 605000 consultations/informations)	consultations/informations in 2016	2020
Result indicator: Adoption of Commission Regulation adding chemical substances of very high concern (SVHCs) to the candidate list and Annex XIV of REACH Source: ECHA website		
151 substances on the candidate list for substances of very high concern (December 2013) Third amendment of Annex XIV was adopted on 17 April 2013 with inclusion of 8 substances. The list contains 22 substances	4 th amendment of Annex XIV expected in 2 nd quarter 2014 based on ECHA's fourth recommendation	ECHA to continue process of updating the candidate list and recommending substances for inclusion in Annex XIV
Main policy outputs		
<p>Proposal for an initiative on the authenticity leather labelling system at EU level – 4th quarter 2014</p> <p>Report on the specific needs for information on the content of dangerous substance – 2nd quarter 2014</p> <p>Delegated Act on the amendment of Annex V to the Construction Products Regulation (CPR) – 2nd quarter 2014</p> <p>Implementation of the New Legislative Framework</p> <p>Commission Regulation updating the Annexes to the REACH Regulation to clarify the data requirements for registrants of nanomaterials – 2nd quarter 2014.</p> <p>Commission Regulation to insert new and/or adapt existing test methods in the Test Method Regulation – end 2014</p>		
Main expenditure-related outputs		
<p>Translation contract for managing Directive 98/34</p> <p>Financial Support for the Technical Secretariats of Notified Bodies</p> <p>Communication and information campaign on the Construction Products Regulation (CPR)</p> <p>Technical Assistance on European Assessment Documents (EAD)</p> <p>Call for proposals – implementation of the Multi-annual Market Surveillance Action Plan</p>		

Relevant General Objective: To ensure an open internal market for goods

Specific Objective 3: To promote the development and use of innovative European standards
S Non-spending Programme

Baseline	Milestone	Target (2020)
Result indicator: Rate of national transposition of European standards (ENs in support of EU legislation & policies and other ENs) Source: Reports from European standardisation organisations		
Implementation rates reported by the three European standardisation	> 95% implementation rate of European standards at national level	Close to 100% implementation rate of European standards at national level

<p>organisations ENs in support of EU legislation & policies: CEN: 99%, CENELEC: 98% (June 2013), ETSI: 92% (July 2013)</p>		
Main policy outputs		
Review of the Standardisation Acquis – 4 th quarter 2014		
Main expenditure-related outputs		
	<i>Indicator</i>	<i>Target</i>
Provision of support for the running of the standardisation organisations CEN, CENELEC and ETSI	Timely provision of the support	
Management of Eurocodes	Timely transfer of funds to the JRC	End 2014
<p>The management of the standardisation mandates and publication of references of harmonised standards (SIGNIFERI, HAS and CEN/CENELEC Standards database) Support to organisations representing societal stakeholders in European standardisation activities</p>		

C) HORIZON 2020: RESEARCH RELATING TO ENTERPRISES

EU Competence and added value

Horizon 2020 shall maximise Union added value and impact, focusing on objectives and activities that cannot be efficiently realised by Member States acting alone. Horizon 2020 shall play a central role in the delivery of the Europe 2020 strategy for smart, sustainable and inclusive growth by providing a common strategic framework for the Union's funding of excellent research and innovation, thus acting as a vehicle for leveraging private and public investment, creating new job opportunities and ensuring Europe's long-term sustainability, growth, economic development, social inclusion and industrial competitiveness, as well as addressing societal challenges across the Union.

Horizon 2020 is the biggest ever support programme for research and innovation in the world. The financial envelope for the implementation of Horizon 2020 shall be EUR 82 387 446 638 million, of which a maximum of EUR 77 028 278 638 million shall be allocated to activities under Title XIX of the Treaty on the Functioning of the European Union (TFEU).

Commission's Responsibilities

Horizon 2020 shall be implemented by the Commission. The Commission may entrust part of the implementation of Horizon 2020 to funding bodies.

DG ENTR Responsibilities

The management of the Horizon 2020 programme is shared among a number of Directorates General. DG Research and Innovation is coordinating service. DG Enterprise and Industry manages the following:

Industrial Leadership:

- Innovation in SMEs (50% ENTR, 50% RTD). The ENTR budget primarily supports the development and provision of innovation related services to SMEs, whereas the RTD budget is dedicated to support SME projects by the EUREKA / Eurostars programme.
- Enabling and industrial technologies (32.22% RTD, 56.88% CNECT, 10.91% ENTR): Space (100% ENTR management). Particularly relevant for ENTR are the Key enabling technologies (KETs) and SILC II (Sustainable Industry Low Carbon - a call is considered related to this initiative).

Societal Challenges:

- Raw Materials (19.12% RTD, 21.88% ENTR)
- Security (74.6% ENTR, 25.4% CNECT)

Furthermore, initially a minimum of 5% of the combined budgets for the specific objective “Leadership in enabling and industrial technologies” and the priority “Societal Challenges” will be allocated to the SME instrument. A minimum of 7% of these combined budgets will be allocated to the dedicated SME instrument averaged over the duration of Horizon 2020.

DG ENTR does not have its own budget line for Challenge 6, Inclusive, innovative and reflective societies, but via a cross-delegation to ENTR from the RTD budget line, ENTR manages four actions to foster innovation policies.

As regards access to risk finance, DG ENTR will not be in charge of managing the budget for early-stage equity financing under Horizon 2020. However, coordination between DG ENTR and DG RTD remains necessary. The legal bases of COSME and Horizon 2020 require coordination and complementarity.

Finally, DG ENTR has provided input on various issues related to industrial policy, such as green cars and shipbuilding.

Intervention logic (related to the ENTR part of Horizon 2020)

Problems

- Business enterprise R&D expenditures in percentage of GDP are still lower than the 2020 target (1.3% in 2011 against 2% by 2020)
- Compared to other economies such as the US, Korea or China, research in the EU is more focused on basic research than applied or 'close-to-market' research
- SME participation in the EU research programme (14.3% in FP7) and the number of innovative SMEs in the EU are still insufficient
- The direct cost of crime, terrorism, illegal activities, violence, and disasters in Europe has been estimated at least 650 billion EUR (about 5% of the Union GDP) in 2010, and fostering secure societies will require new technological and innovative solutions
- While the United States spends around 25% of its space budget on research and development, the EU spends less than 10%.
- Natural resources (raw materials) are increasingly under pressure due to the combined impacts of climate change and current production and consumption patterns

General objective

- To build a society and an economy based on knowledge and innovation across the whole Union by leveraging additional research, development and innovation funding and contributing to attaining R&D targets.

Specific objectives

- 1) To maintain and build global leadership through research and innovation in enabling technologies and space

- 1a) To foster a cost-effective competitive and innovative space industry (including SMEs) and research community to develop and exploit space infrastructure to meet future Union policy and societal needs
- 2) To stimulate sustainable economic growth by means of increasing the levels of innovation in SMEs, covering their different innovation needs over the whole innovation cycle for all types of innovation, thereby creating more fast-growing, internationally active SMEs.
- 3) To achieve a resource - and water - efficient and climate change resilient economy and society, the protection and sustainable management of natural resources and ecosystems, and a sustainable supply and use of raw materials, in order to meet the needs of a growing global population within the sustainable limits of the planet's natural resources and ecosystems
- 4) To foster secure European societies in a context of unprecedented transformations and growing global interdependencies and threats, while strengthening the European culture of freedom and justice

Activities

Horizon 2020 supports indirect actions through several of the forms of funding provided for by Regulation (EU, Euratom) No 966/2012 in particular grants, prizes, procurement and financial instruments. The latter shall be the main form of funding for activities close to market, supported under Horizon 2020.

Horizon 2020 also supports direct actions undertaken by the Joint Research Centre.

Industrial Leadership aims to speed up development of the technologies and innovations that will underpin tomorrow's businesses and help innovative European SMEs to grow into world-leading companies. It consists of three specific objectives:

- (a) Leadership in enabling and industrial technologies shall provide support for research, development and demonstration and standardisation and certification where appropriate, on ICT, nanotechnology, advanced materials, biotechnology, advanced manufacturing and processing and space. Emphasis will be placed on interactions and convergence across and between the different technologies and their relations to societal challenges. Proper consideration of user needs shall be taken into account in all these fields.
- (b) Access to risk finance shall aim to overcome deficits in the availability of debt and equity finance for R&D and innovation-driven companies and projects at all stages of development. Together with the equity instrument of the Programme for the Competitiveness of Enterprises and SMEs, it shall support the development of Union-level venture capital.
- (c) Innovation in SMEs shall provide SME-tailored support to stimulate all forms of innovation in SMEs, targeting those with the potential to grow and internationalise across the single market and beyond.

The activities shall follow a business-driven agenda. The budgets for the specific objectives 'Access to risk finance' and 'Innovation in SMEs' will follow a demand-driven, bottom-up logic. These shall be complemented by the use of financial instruments. A dedicated SME instrument shall be

implemented primarily in a bottom-up manner, tailored to the needs of SMEs, taking account of the priorities within the Part on 'Societal challenges' and the specific objective 'Leadership in enabling and industrial technologies'.

The specific objective 'Leadership in enabling and industrial technologies' shall follow a technology-driven approach to develop enabling technologies that can be used in multiple areas, industries and services. Applications of these technologies to meet societal challenges shall be supported together with the Societal challenges.

Societal Challenges responds directly to the policy priorities and societal challenges identified in the Europe 2020 strategy and aiming to stimulate the critical mass of research and innovation efforts needed to achieve Union's policy goals. Funding shall be focused on the following specific objectives:

- (a) Health, demographic change and well-being;
- (b) Food security, sustainable agriculture and forestry, marine and maritime and inland water research, and the bioeconomy;
- (c) Secure, clean and efficient energy;
- (d) Smart, green and integrated transport;
- (e) Climate action, environment, resource efficiency and raw materials;
- (f) Europe in a changing world - Inclusive, innovative and reflective societies;
- (g) Secure societies - Protecting freedom and security of Europe and its citizens.

All the activities shall take a challenge-based approach, which may include basic research, applied research, knowledge transfer or innovation, focusing on policy priorities without predetermining the precise choice of technologies or solutions that should be developed. Non-technological, organisational, systems innovation and public sector innovation will be given attention in addition to technology driven solutions.

The emphasis shall be on bringing together a critical mass of resources and knowledge across different fields, technologies and scientific disciplines and research infrastructures in order to address the challenges. The activities shall cover the full cycle from basic research to market, with a new focus on innovation-related activities, such as piloting, demonstration activities, test-beds, support for public procurement, design, end-user driven innovation, social innovation, knowledge transfer and market take-up of innovations and standardisation.

Horizon 2020 will take an integrated approach to the participation of SMEs, taking into account, inter alia, their knowledge and technology transfer needs, which should lead to a minimum of 20% of the total combined budgets for all specific objectives on societal challenges and the specific objective 'Leadership in enabling and industrial technologies' being devoted to SMEs.

Horizon 2020 cross-cutting issues “SMEs participation”, “private sector participation”, “funding for Public-Private Partnerships”): To leverage and boost engagement of industry				
Output indicator: Share of funds ¹⁰ allocated to SMEs; of which share of funds allocated through the SME instrument				
		Baseline	Milestone (2016)	Target (2020)
SMEs - SME instrument	Horizon 2020 - RTD	New approach	5%	7%
	Horizon 2020		5%	7%
				<i>H2020 mandatory target</i>
SMEs - total	Horizon 2020 - RTD	17.2% (June 2013)	20%	20%
	Horizon 2020	16.5% (FP7 - June. 2013)	20%	20%
				<i>H2020 mandatory target</i>
Output indicator: Share of funds going to private for profit entities				
		Baseline (FP7 – June 2013)	Milestone (2016)	Target (2020)
Horizon 2020 - RTD		28%	32.8%	32.8%
Horizon 2020		30.4%	36%	36%
				<i>On the basis of FP7 results and H2020 mandatory target for SMEs</i>

¹⁰ Total combined budgets for all Horizon 2020 specific objectives on societal challenges and the specific objective "Leadership in enabling and industrial technologies".

Financial Resources (€ in commitment appropriations)			Human Resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts ¹¹	Estimates of external personnel (in FTEs)	Total
401.518.263	/	401.518.263	61	30	91

Relevant General Objective: To build a society and an economy based on knowledge and innovation across the whole Union by leveraging additional research, development and innovation funding and contributing to attaining R&D targets

Specific Objective 1: To maintain and build global leadership through research and innovation in enabling technologies and space

Specific Objective 1a: To foster a *cost-effective* competitive and innovative space industry (*including SMEs*) and research community to develop and exploit space infrastructure to meet future Union policy and societal needs

S Spending Programme

Baseline

Milestone

Target (2020)

Result indicator: Patent applications in the different enabling and industrial technologies for Space Projects
Source: Internal monitoring

This indicator is a new approach, therefore no baseline

2015: 40% of the budget is allocated to activities potentially generating patents

3 patent applications per €10 million funding

Result indicator: Share of projects with activities on the road to innovation measured by the Technology Readiness Level (TRL) indicator¹², measured
Source: Internal monitoring

This indicator is a new approach, therefore no baseline

55% of the 2014 budget to be devoted to projects with a TRL of at least 4 (= demonstration through a trial and/or external input)

End 2015: 60% of the budget for the biannual work programme will be devoted to projects with a TRL of at least 4 (= demonstration through a trial and/or external input)

Main policy outputs for SPACE

Innovation as new sources of Growth

Monitoring of FP7 contracts managed by the Executive Agency REA

Preparation of first draft of 2016/2017 2014-2015 H2020 Space Work Programme and beginning discussion in Comitology with view to adoption in 2015 of the Work Programme 2016/2017

¹¹ Excluding a technical temporary surcharge of 20 posts to avoid double-counting of 20 posts which are shifted from Fonctionnement to Research on 1/1/2014 due to the change of MF

¹² The TRL index ranges from 1 (basic research) to 9 (market ready application). The target of 4 is to demonstrate that the aim of the programme is to finance projects which intend to innovate. This should not be seen as underrating the value of basic research projects, which actually create pre-conditions for innovation.

Preparation of the adoption of financing decision for 2015 and potential modifications in Comitology of legal basis		
Preparation of contribution to the ex-post evaluation of the 7 th Research Framework Programme for space		
Main expenditure-related outputs for SPACE		
	<i>Indicator</i>	<i>Target</i>
<p><i>Launch of calls for proposals:</i></p> <ul style="list-style-type: none"> • Applications in Satellite Navigation – Galileo • Earth Observation • Protection of European assets in and from space • Competitiveness of the European Space Sector: Technology and Science • SME Instrument 	Successful management of call launched on 11/12/2013	Projects to start 3rd quarter 2014

Relevant General Objective: To build a society and an economy based on knowledge and innovation across the whole Union by leveraging additional research, development and innovation funding and contributing to attaining R&D targets

Specific Objective 2: To stimulate sustainable economic growth by means of increasing the levels of innovation in SMEs, covering their different innovation needs over the whole innovation cycle for all types of innovation, thereby creating more fast-growing, internationally active SMEs

S Spending Programme

Result indicator: Number of SME receiving directly innovation support services from the activities financed by 'Innovation in SME'
Source: EASME monitoring

Baseline	Milestone	Target (2020)
This indicator is a new approach, therefore no baseline	2000 in 2014 6000 in 2015 7500 further on	By 2020: 45.500

Main policy outputs

Report on IP Exploitation for Industrial Innovation

Business Innovation Observatory: delivery of ca. 20 case studies on novel business and industrial innovation trends, practices and models; two analytical trend reports based on the evidence from case studies, other analytical sources and business innovation workshops; the organisation of business innovation workshops across Europe with participation of business community, relevant policy makers and other experts

European Social Innovation Competition: Award of the 2014 Prize in the 2nd quarter 2014 and launch of the 2015 competition in the second semester of 2014 accompanied by a communication campaign and a mentoring scheme proposed to the best applicants in order to maximise the impact on social innovators in the EU

European Workplace Innovation Network: organisation of 2 regional workshops, first to be held in Bulgaria

Three reports by the OECD in February 2014: Public Sector Innovation; Public Procurement of Innovation; Non-technological innovation.

Regional Innovation Monitor monitors innovation policy developments in EU regions – organisation of thematic workshops during 2014

<p>Innobarometer 2014 - focus will be on the exploitation of innovation in the public sector</p> <p>Innovation Demand Monitoring System (to be launched in early 2014 as part of the action plan to boost demand for European innovative solutions</p> <p>Report on methodologies for measuring the impact of demand-side policies and possibly a working paper on demand-side economic indicators.</p> <p>Publication of the Innovation Union Scoreboard and Regional Innovation Scoreboard 2014</p>		
Main expenditure-related outputs		
	<i>Indicator</i>	<i>Target</i>
<p><i>Launch of call for proposals:</i></p> <ul style="list-style-type: none"> Creating a performing ecosystem for SME innovation support with four actions resulting in grants: IPR helpdesk, IPorta2, Voucher programme label, Peer learning of innovation agencies <p>Other actions: Financial support for the Enterprise Europe Network partners and IMP3rove (European innovation management Academy);</p>	<p>Successful management of call launched on 11/12/2013</p>	<p>Projects to start 3rd quarter 2014</p>

<p>Relevant General Objective: To build a society and an economy based on knowledge and innovation across the whole Union by leveraging additional research, development and innovation funding and contributing to attaining R&D targets</p>		
<p>Specific Objective 3: To achieve a resource - and water - efficient and climate change resilient economy and society, the protection and sustainable management of natural resources and ecosystems, and a sustainable supply and use of raw materials, in order to meet the needs of a growing global population within the sustainable limits of the planet's natural resources and ecosystems</p> <p>S Spending Programme</p>		
Baseline	Milestone	Target (2020)
<p>Result indicator: Patent applications in the area of the different Societal Challenges (climate action, resource efficiency and raw materials) Source: Internal monitoring</p>		
<p>New activity under the Horizon 2020, therefore no baseline</p>	<p>2014: 90% of the budget is allocated to activities potentially generating patents</p>	<p>On average 2 patent applications per EUR 10 million funding</p>
<p>Result indicator: Share of projects with activities on the road to innovation measured by the Technology Readiness Level (TRL) indicator¹³ Source: Internal monitoring</p>		

¹³ The TRL index ranges from 1 (basic research) to 9 (market ready application). The target of 4 is to demonstrate that the aim of the programme is to finance projects which intend to innovate. This should not be seen as underrating the value of basic research projects, which actually create pre-conditions for innovation.

This indicator is a new approach, therefore no baseline	90% of the 2014 budget to be devoted to projects with a TRL of at least 4 (= demonstration through a trial and/or external input)	End 2015: 90% of the budget for the annual work programme will be devoted to projects with a TRL of at least 4 (= demonstration through a trial and/or external input)
Main policy outputs		
Implementation of the European Innovation Partnership for Raw Materials including studies, reports, conferences, awareness campaign and website to promote the visibility, provide stakeholders involved in the EIP with an interactive platform to facilitate exchange of ideas and cooperation of partners		
Main expenditure-related outputs		
	<i>Indicator</i>	<i>Target</i>
<p><i>Launch of call for proposals:</i></p> <ul style="list-style-type: none"> A resource to recycle, reuse and recover raw materials: towards a zero waste society Growing a low carbon, resource efficient economy with a sustainable supply of raw materials <p>Other actions: Public procurement - Support actions for raw materials policy;</p>	Successful management of call launched on 11/12/2013	Projects to start 3 rd quarter 2014

Relevant General Objective: To build a society and an economy based on knowledge and innovation across the whole Union by leveraging additional research, development and innovation funding and contributing to attaining R&D targets

Specific Objective 4: To foster secure European societies in a context of unprecedented transformations and growing global interdependencies and threats, while strengthening the European culture of freedom and justice

S Spending Programme

Baseline	Milestone	Target (2020)
Result indicator: Patent applications in the area of the different Societal Challenges (inclusive, innovative and secure societies) Source: Internal monitoring		
For FP7 Cooperation Projects finished by February 2013, estimated 2 patent applications per EUR 10 million funding	2014: 40% of the budget is allocated to activities potentially generating patents	On average 2 patent applications per EUR 10 million funding
Result indicator: Share of projects with activities on the road to innovation measured by the Technology Readiness Level (TRL) indicator¹⁴ Source: Internal monitoring		
This indicator is a new approach,	55% of the 2014 budget to be devoted to projects with	End 2015: 60% of the budget for the biannual work programme will be devoted to

¹⁴ The TRL index ranges from 1 (basic research) to 9 (market ready application). The target of 4 is to demonstrate that the aim of the programme is to finance projects which intend to innovate. This should not be seen as underrating the value of basic research projects, which actually create pre-conditions for innovation.

therefore no baseline	a TRL of at least 4 (= demonstration through a trial and/or external input)	projects with a TRL of at least 4 (= demonstration through a trial and/or external input)
Main policy outputs		
<p>Continue the implementation of the actions in the Communication on Security Industrial Policy Action Plan for an innovative and competitive Security Industry" (COM (2012) 417)</p> <p>Proposal for a Regulation to establish an EU harmonised certification system for alarm systems – adoption 1st quarter 2014</p> <p>Proposal for a Regulation to establish an EU wide harmonised certification system for airport screening (detection) equipment – adoption 3rd quarter 2014</p>		
Main expenditure-related outputs		
	Indicator	Target
<p><i>Launch of call for proposals:</i></p> <ul style="list-style-type: none"> • Fight against Crime • Disaster Resilient Societies • Border Security and External Security 	Successful launch of call	Call to be launched in 1 st quarter 2014

D) EUROPEAN SATELLITE NAVIGATION PROGRAMMES (GALILEO AND EGNOS)

EU competence and added value

The EU right to act is based on article 172 of the Treaty on the functioning of the European Union and the GNSS Regulation (EU) No 1285/2013 of the European Parliament and of the Council on the implementation and exploitation of European satellite navigation systems.

Galileo and EGNOS are complex projects which exceed the financial and technical capacities of a single Member State; as such they fully fall within EU competence. Moreover, considering their requirements in terms of security, all Member States must be involved in those programmes.

The Galileo and EGNOS programmes are flagship projects of the Union. Promotion of this technology, which is a powerful driver for emerging from the crisis, fits in with the Europe 2020 strategy and policies for sustainable development. The new generations of high-performance satellite navigation services provide considerable opportunities for all fields of activity with many new jobs bound up with the expansion of markets, which have grown at an annual rate of 30% over the past few years.

In this context, the Commission is working to develop an ecosystem of applications to optimise the use of services provided by the systems and maximise the socio-economic benefits. Accordingly, it is implementing the 24 measures referred to in its the Action Plan on GNSS applications of 14 June 2010 (COM(2010) 308). This Action Plan provides in particular various measures to promote the Galileo and EGNOS programmes in priority sectors such as transport (road, aviation, maritime) for growth, innovation and employment, and improvement in access to financing for small and medium-sized enterprises.

The European satellite navigation programmes does not only concern the Member States with the greatest involvement in the space field: they concern all the Member States of the Union directly. All citizens of the Union will benefit from a range of services provided by the infrastructures in place. Moreover, small and medium enterprises everywhere in Europe play an important role in the programmes since one of the objectives of the Union is to promote the widest and most open participation possible for all businesses in public procurement procedures.

The maximum amount allocated by the European Union to the implementation of the GNSS activities and to cover risks associated with these activities shall be EUR 7,072 million at current prices for the period from 1 January 2014 to 31 December 2020. The indicative commitment appropriations for 2014 are EUR 1,339 million.

Intervention logic

Problems

- Europe is dependent on satellite navigation of third countries: Today close to 7% of the EU's GDP, i.e. about €800 billion, rely on satellite navigation and thus currently on GPS.

- The satellite navigation programmes of third countries are designed for military purposes. Galileo is also the only Global Navigation Satellite System (GNSS) specifically designed for civil purposes, i.e. it aims to satisfy the requirements and the needs of the civil sector.
- The performance of the existing satellite navigation systems is not optimal. EGNOS and Galileo will provide additional benefits in combination with other GNSS.

General objective

- Supporting European presence in space and the development of satellite services.

Specific objectives

- 1) To develop and provide global satellite-based radio navigation infrastructures and services¹⁵ (Galileo) by 2019.
- 2) To provide satellite-based services improving the performance of GPS to gradually cover the whole ECAC (European Civil Aviation Conference) region by 2020 (EGNOS)

Actions

Main budgetary modes: Grants and procurement

The budget for the period 2014-2020 will be used to finance activities relating to:

- the completion of the deployment phase of the Galileo programme;
- the exploitation phase of the Galileo programme;
- the exploitation phase of the EGNOS programme;
- the management and monitoring of the Galileo and EGNOS programmes.

Also, budget will be used

- to finance activities relating to research and development of fundamental elements, such as Galileo-enabled chipsets and receivers,
- for preparation, monitoring, inspection, audit and assessment activities, in particular for studies and meetings with experts; information and communication activities, IT technology networks.

Beneficiaries and management mode

- The payment appropriations will be requested annually through the Commission budget process based on the forecasted needs of the different stakeholders (industry, European GNSS Agency, European Space Agency).
- The main part of the payment appropriations is related to the obligations coming from contract signed with industry.
- Indirect management will be provided mainly by the European Space Agency (ESA) and the European GNSS Agency (GSA)

¹⁵ According to the legal base (PE-CONS 26/13 of 22/11/13) the specific objectives of Galileo cover the following 4 services: Open Service (OS), Commercial Service (CS), Public Regulated Service (PRS) and the Search and Rescue support Service (SAR) of the COSPAS-SARSAT system

Commission responsibilities

The Commission has the overall responsibility for the Galileo and EGNOS programmes. It shall manage the funds allocated under the GNSS Regulation and oversee the implementation of all programme activities, in particular with respect to their cost, schedule and performance.

In addition, the Commission:

- ensures a clear division of tasks between the entities involved in the programme;
- ensures the timely implementation of the Galileo and EGNOS programmes;
- manages relationships with third countries and international organisations;
- provides all relevant information pertaining to the Galileo and EGNOS programmes,
- assesses the possibilities for promoting and ensuring the use of the European satellite navigation systems across the various sectors of the economy.

Main intended results

- The EU manages an independent satellite navigation programme.
- Galileo and EGNOS generate return on investments for the European Union
- Economic activity and technological innovation is strengthened in Europe: The cumulative benefits are forecasted to be up to €130 billion over the period of the next 20 years.
- Traffic management will be optimised whether on road, waterborne or aerial. Better managed traffic will improve safety and reduces pollution since travel is more efficient.
- Satellite navigation also enables emergency services to better carry out their duties (e.g. in case of fires, road accidents, mountain rescue).
- The combined use of GPS and Galileo signals will allow for better precision and availability and opens the door to new applications which are not possible by using GPS alone.

Exogenous factors/risks

- Technical failures could lead to delays in the timing and increase the costs.
- The negotiation with third countries could become difficult.
- The management of the projects depends on the proper working of the European Space Agency (ESA) and the European GNSS agency.

Financial Resources (€ in commitment appropriations)			Human Resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
1.347.417.000	3.350.000	1.350.767.000	53	21	74

Relevant General Objective: Supporting European presence in space and the development of satellite services

Specific Objective 1: To develop and provide global satellite-based radio navigation infrastructures and services¹⁶ (Galileo) by 2019

S Spending Programme

Baseline	Milestone	Target (2020)
Result indicator: Cumulative number of operational satellites Source: ESA's launch calendar		
2013: 4	14 by 2015	30 satellites by 2020
Result indicator: Terrestrial infrastructure deployed version Source: WP2 and WP3 contracts		
Version 1 in June 2011	Version 2 by 2015	No target yet foreseen after 2015
Result indicator: Number of services implemented Source: Early service task force		
3 initial services by 2015	3 initial services by 2015	4 services by 2020
Main policy outputs		
Conclusion of the delegation agreements with the European Space Agency (ESA) and the European GNSS Agency (GSA) about the deployment and exploitation phase of Galileo Amendment to the GSA Regulation (EU) No 912/2010 Early service deployment Communication on actions to manage the assets developed under the programmes and ensure their optimal use Communication dealing with third party liability in the framework of the programme Annual Report on the implementation of the programmes		
Main expenditure-related outputs		
<i>These outputs will be performed by the Commission, ESA & GSA</i>	<i>Indicator</i>	<i>Target</i>

¹⁶ According to the legal base (Regulation (EU) No 1285/2013) the specific objectives of Galileo cover the following 5 services: Open Service (OS), Integrity monitoring Service, Commercial Service (CS), Public Regulated Service (PRS) and the Search and Rescue support Service (SAR)

<p>Provide Galileo services:</p> <ol style="list-style-type: none"> 1. Deployment of Infrastructure 2. Provision of early services for Open Service (OS), Public Regulated Service (PRS) and Search and Rescue Service (SAR) 3. Further definition of commercial service and integrity service 4. Establishment of a Roadmap for Mission Evolution 	<ol style="list-style-type: none"> 1. Timely delivery of space and ground infrastructure 2. Early services declaration 3. Successful demonstration of Galileo broadcasting capabilities in the E6 band 4. Publication of a draft Roadmap 	<ol style="list-style-type: none"> 1. By December 2014 2. By December 2014 3. By December 2014 4. By September 2014
<p>Secure return on investment:</p> <ol style="list-style-type: none"> 1. Organisation of an awareness campaign to reinforce market penetration 2. Develop a new Action Plan on GNSS applications 3. Development of standards for Galileo and EGNOS 	<ol style="list-style-type: none"> 1. Successful provision of public relations events, tv toolkit, e-book, video trailer, advertising in printed media 2. Publication of a new Action Plan on GNSS Applications 3. Development of standards for terrestrial applications, Location Based Services, Aviation, Maritime applications, Search and rescue applications, and for the Satellite Based Augmentation Systems 	<ol style="list-style-type: none"> 1. By October 2014 2. By September 2014 3. By December 2014
<p>Ensure international cooperation:</p> <ol style="list-style-type: none"> 1. Compatibility and interoperability with other satellite systems 2. Protect frequencies 3. Start of negotiations on PRS access with 3rd countries to promote PRS uptake 4. Limit impact of local regulatory measures affecting the EU industry 5. Support receiver manufacturers 6. Promotion of the export of Galileo applications 	<ol style="list-style-type: none"> 1. Hold Plenary Meeting EU-US, Conclude negotiations for EU-Russia agreements, sign a declaration between the EU and Cospas-Sarsat, hold dialogues with relevant countries 2. Conclude ITU coordination agreements with India, US and China 3. Start negotiations on the access to PRS with Norway and US 4. Continue cooperation with Russia and Ukraine 5. Action to support receiver manufacturers 6. Action to promote export of Galileo applications 	<ol style="list-style-type: none"> 1. By December 2014 2. By December 2014 3. By December 2014 4. By December 2014 5. By December 2014 6. By December 2014

Relevant General Objective: Supporting European presence in space and the development of satellite services		
Specific Objective 2: To provide satellite-based services¹⁷ improving the performance of GPS to gradually cover the whole ECAC (European Civil Aviation Conference) region by 2020 (EGNOS)) and European neighbouring countries S Spending Programme		
Baseline	Milestone	Target (2020)
Result indicator: Progress of the EGNOS coverage extension versus agreed coverage extension Source: GSA		
No baseline established yet	Establishment of EU coverage extension plan for EU-28 in September 2014	Coverage of EU-28 with EGNOS
Result indicator: EGNOS service availability index based on the number of airports with EGNOS-based approach procedures with an operational status versus the total number of airports with EGNOS –based approach procedures Source: GSA		
With operational status: 150 (2014) Total number: 150 (2014) Service availability index: 100%	Gradually increase the total number of airports with EGNOS-based approach procedures	Maintain the service availability index constantly at least on 99%
Main policy outputs		
Conclusion of delegation agreements with the European GNSS Agency (GSA) about the EGNOS exploitation phase Amendment to the GSA Regulation (EU) No 912/2010 Communication on actions to manage the assets developed under the programmes and ensure their optimal use Communication dealing with third party liability in the framework of the programme Annual Report on the implementation of the programmes		
Main expenditure-related outputs		
<i>These outputs will be delivered by the EU, ESA & GSA</i>	<i>Indicator</i>	<i>Target</i>
1. Provision of EGNOS Services 2. Enlargement of EGNOS Coverage for EU28 and beyond 3. Prepare security requirements for EGNOS 4. Review of the early definition phase results for the new version of EGNOS	1. Provide definition documents for services and releases of system upgrades 2. Provide EGNOS coverage extension plan 3. Perform security risk analysis 4. Perform the review	1. By December 2014 2. By December 2014 3. By December 2014 4. By December 2014
Ensure international cooperation to guarantee the extension of EGNOS coverage beyond the EU	Implement the agreement with Ukraine and continue negotiations with neighbouring countries	December 2014

¹⁷ According to the legal base (Regulation (EU) No 1285/2013) the specific objectives of EGNOS cover the following 3 services. Open Service (OS), EGNOS Data Access Service (EDAS) and Safety-of-Life Service (SoL).

E) COPERNICUS

EU Competence and added value

Copernicus is the new name of the European Earth Observation Programme, GMES (Global Monitoring for Environment and Security). The predecessor of Copernicus was established as an EU programme by the GMES Regulation (EU) No 911/2010. It covers all the activities for ensuring an uninterrupted provision of accurate and reliable data and information on environmental issues and security matters to users in charge of policy making, implementation and monitoring, in the EU and its Member States.

Copernicus is structured in six services: Marine, Atmosphere, Land and Climate change monitoring as well as support to Emergency and Security. Copernicus uses data from satellites and in-situ sensors such as buoys, balloons or air sensors to provide timely and reliable added-value information and forecasting to support for example, agriculture and fisheries, land use and urban planning, the fight against forest fires, disaster response, maritime transport or air pollution monitoring.

Copernicus also contributes to economic stability and growth by boosting commercial applications (the so-called downstream services) in many different sectors through a full and open access to Copernicus observation data and information products. It is one of the programmes to be delivered under the Europe 2020 strategy for smart, sustainable and inclusive growth and it was included in the industrial policy initiative of Europe 2020, given its benefits to a wide range of Union policies.

Responsibility for funding the exploitation and the renewal of space infrastructure developed with EU and intergovernmental funds cannot be optimally achieved by individual Member States because of the costs incurred. In the field of space-based observation for operational meteorology, European States have pooled their resources to develop and exploit meteorological satellites in the framework of the European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT). European States also developed demonstrators of environmental satellites either through the European Space Agency (ESA) or through national space agencies. They could not, however, find a way to co-operate with regard to the funding of sustained operational programmes in the field of environmental monitoring. The need for continuing such observations is becoming critical, considering the increasing political pressure on public authorities to take informed decisions in the field of environment, security and climate change and the need to respect international agreements.

For the services with a pan-European and a global coverage, Member States cannot sufficiently achieve the objectives of the proposed action, as the inputs from different Member States have to be aggregated at EU level. The provision of other services (e.g. emergency maps or thematic land monitoring maps of a more limited geographical scope) can be better achieved at EU level as a more coherent and centralised management of input data, from space based or in-situ sensors will allow for economies of scale.

A coordinated provision of Earth monitoring services at Member State level helps to avoid duplications and enhances the monitoring of the implementation of EU environmental legislation on the basis of transparent and objective criteria. Only comparable information produced at Member State level will make it possible to ascertain an effective implementation of environmental legislation which in many cases addresses truly borderless and therefore international problems.

The financial envelope allocated to the Copernicus programme for the period 2014 – 2020 has a maximum amount of EUR 3 786 million in 2011 prices.

Intervention logic

Problems

- Europe needs a long-term commitment to the development of space-based environmental monitoring services
- Public authorities and enterprises need accurate and reliable information in the field of the environment and security, tailored to the needs of users and supporting other Union's policies, in particular relating to the internal market, transport, environment, energy, civil protection, cooperation with third countries and humanitarian aid.
- Individual Member States cannot develop such an observation system on their own because of the costs incurred.

General objectives

- Monitoring the Earth to support the protection of the environment and the efforts of civil protection and civil security
- Maximising socio-economic benefits , thus supporting the Europe 2020 strategy and its objectives of smart, sustainable and inclusive growth by promoting the use of Earth observation in applications and services
- Fostering the development of a competitive European space and services industry and maximising opportunities for European enterprises to develop and provide innovative Earth observation systems and services
- Ensuring autonomous access to environmental knowledge and key technologies for Earth observation and geoinformation services, thus enabling Europe with independent decision-making and action
- Supporting and contributing to European policies and fostering global initiatives, such as GEOSS

Specific objectives

- 1) Delivering accurate and reliable data and information to Copernicus users, supplied by the following operational services: (a) atmosphere monitoring; (b) marine monitoring; (c) climate change monitoring; (d) land monitoring; (e) emergency management; (d) security control
- 2) Providing sustainable and reliable access to spaceborne data and information from an autonomous European Earth observation capacity with consistent technical specifications and building on existing European and national assets and capabilities, complementing them whenever necessary
- 3) Providing a sustainable and reliable access to in-situ data, relying, in particular, on existing capacities operated at European and national levels, and on global observation systems and networks.

Actions

Main modes of spending: Grants and public procurement.

Beneficiaries and Management modes

The Commission may entrust tasks to competent Union or European bodies, eg.:

- the European Space Agency (ESA) and the European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT) for the development of the space component
- the European Environment Agency (EEA);
- the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (FRONTEX);
- the European Maritime Safety Agency (EMSA);
- the European Union Satellite Centre (EUSC).

Commission responsibilities

- overall responsibility for the programme; defining the priorities and objectives of the programme and overseeing its implementation, in particular with respect to the cost, schedule and performance
- managing relationships with third countries and international organisations, ensuring the coordination of Copernicus with activities at national, Union and international levels.
- coordinating the contributions of Member States aiming at the operational delivery of services and the long-term availability of the data from observation infrastructures needed to operate the services.
- ensuring the complementarity and consistency of the Copernicus programme with other relevant Union policies, instruments, programmes and actions.
- maintaining a transparent and regular user involvement and consultation, enabling identification of user requirements at Union and national levels.
- adopting delegated acts concerning the establishment of the data requirements necessary for the operational services, making provision for their evolution.
- making the financial resources available for the funding of the Copernicus programme.

Main intended results

- Europe is provided with a continuous, independent and reliable access to observation data.
- All Copernicus services are operational by 2020.
- Commercial applications are available and generate economic benefits

Exogenous factors/risks

- Technical failures could lead to delays in the timing of the programme and increase the costs.
- The management of the programme depends on the proper working of the “operators”.

Financial Resources (€ in commitment appropriations)			Human Resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
360.433.000	2.500.000	362.933.000	The human resources for Copernicus are included in the ABB Space and Security		

Relevant General Objective: Protection of the environment and provision of support to civil protection and security efforts

Specific Objective 1: To address user needs and deliver the following operational services: (a) atmosphere monitoring; (b) marine monitoring; (c) climate change monitoring; (d) land monitoring; (e) emergency management; (d) security control

S Spending Programme

Baseline	Milestone	Target (2020)
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Result indicator: Establishment of operational capacity

Source: Information from DG Enterprise and Industry which is publicly available on the Copernicus website (www.copernicus.eu)

	2015	2016	2017	2018	2019	
2014: 2 (LND, EM) continuity of initial ops, 3 (ATM, MAR, SEC) pre-op continuity	plus 4 in ramp up phase, (ATM, MAR, SEC in initial ops)	Plus Climate Change (CC) in pre-ops stage	ATM, MAR in phase II	CC ops stage II	CC ops stage III	6 services fully operational

Result indicator: Progression in number of users by the volume of accessed data and added-value information and by the widening of distribution across Member States

Source: Periodical implementation reports from the delegated bodies and service providers. In addition, the results of the indicators are published on the dedicated website for each Copernicus service

	2015	2016	2017	2018	2019	
Baseline 2013 initial ops	Positive trend	Positive trend	Positive trend	Positive trend	Positive trend	Yearly increasing trend

Result indicator: Activations responded to, Timeliness of delivery wrt user need

Source: Periodical implementation reports from the delegated bodies and service providers. In addition, the results of the indicators are published on the dedicated website for each Copernicus service

	2015	2016	2017	2018	2019	
Baseline 2013 initial ops	Positive trend	Positive trend	Positive trend	Positive trend	Positive trend	Yearly performance improvement in response to user needs

<i>Main policy outputs</i>		
<i>Main expenditure-related outputs</i>		
<i>Output</i>	<i>Indicator</i>	<i>Target</i>
<p>Emergency Management Service:</p> <ol style="list-style-type: none"> 1. Launch of 2 pilot actions to prepare for the post-implementation phase 2. Provision of data for the operational flood activities for European rivers 	<ol style="list-style-type: none"> 1. Timely launch 2. Timely provision of processed data 	By end 2014
<p>Land Monitoring Service:</p> <ol style="list-style-type: none"> 1. Pan-European Land coverage 2. European Local Land - Provision of more detailed information on specific areas of interest (eg urban areas, riparian zones, coastal areas, Natura2000) 3. Global land coverage – production of a set of biophysical parameters for crop monitoring, crop production forecast, carbon budget, biodiversity and climate change 4. Global Land Hot spot monitoring – provision of land cover and thematic information in relation to environmental projects by the EU outside EU territory 5. Reference Data Access – provision of reference data 	<ol style="list-style-type: none"> 1. Timely provision of information 2. Provision of parameters 3. Timely provision of data 4. Timely provision of reference data 	By end 2015
<p>Marine Environment Monitoring Service: Provision of regular and systematic information on ocean and marine eco-systems</p>	Provision of data and information according to user requirements	Continuation of service
<p>Atmosphere Service: Generating geophysical products and information on the atmosphere</p>	Provision of data and information according to user requirements	Continuation of service
<p>Climate Change: Provision of information about the current state of the climate</p>	Provision of information according to user requirements	Continuation of service
<p>Security Service:</p> <ol style="list-style-type: none"> 1. The build-up of capacities in FRONTEX to operate border surveillance services 2. The build-up of capacities in the European Maritime Safety Agency (EMSA) to operate maritime surveillance services 	<ol style="list-style-type: none"> 1. Establishment of capacities 2. Establishment of capacities 	<ol style="list-style-type: none"> 1. Capacities operational from 2015 onwards 2. Capacities operational from 2015 onwards

Relevant General Objective: Support of the Europe 2020 growth strategy by contributing to the objectives of smart, sustainable and inclusive growth, in particular, it shall contribute to economic stability and growth by boosting commercial applications						
Specific Objective 2: To provide sustainable and reliable access to space-borne observations from an autonomous Union's Earth Observation capacity, and build on existing assets and capabilities, complementing them whenever necessary S Spending Programme						
Baseline		Milestone			Target (2020)	
Result indicator: The accomplishment of the space infrastructure in terms of satellites deployed and data it produces Source: Quarterly and Annual implementation reports received from ESA and EUMETSAT						
2013 = 0 satellites	2014	2015	2016	2018	2019	8 sentinels launched
	Launch of Sentinel 1A, IOV of Sentinel-1A.	Launch of Sentinel 2A and 3A and 5P; IOV of Sentinel-2A, 3A and 5P	Launch of Sentinel-1B, 2B and 3B; IOV of Sentinel-1B, 2-B and 3-B.		Launch of Sentinel-4A; IOV of Sentinel-4A; Launch of Sentinel 6A (aka Jason-CS A).	
Main policy output						
Support to the Copernicus space component via the Delegation Agreements with ESA and EUMETSAT for the continued development of the dedicated Copernicus satellites (Sentinels)						
Main expenditure-related outputs						
<i>Output</i>		<i>Indicator</i>			<i>Target</i>	
Procurement of network infrastructure for enhancing the Ground Segment		Provision of the procurement			To be completed by end 2014	
Data dissemination to end users		Number of end-users			Increase number	
Provision of Copernicus Contributing Missions (CCM) data to Copernicus Services and other users		Volume of data provided			Increase volume	
Contract to support the definition of user requirements, service specifications and service data requirements for the next generation of Sentinels		Provision of the contract			Process to begin in 2014	

F) POLICY STRATEGY AND COORDINATION

Communication strategy for 2014

2014 marks the final year of the Barroso II College, elections for the European Parliament and the launch of COSME, Horizon 2020, Copernicus and Galileo under the new multi-annual financial framework. There will be much to communicate.

Communication activities will come under two broad headings: reputation management and stakeholder information.

Reputation management addresses the need to inform the citizen about activities at the EU level. What is being done, who is doing it, why it is being done, where actions are taking place and how it affects the citizen. Communication in this area is needed to counter a growing trend towards Euroscepticism which is moving towards Eurocynicism, particularly after five years being dominated by the economic crisis. Recovery is starting, supported by EU activities and we need to inform the citizens about the benefits of our activities.

DG ENTR will work closely with DG COMM to support the aims of corporate communication and fulfil the communication needs of its policy actions by pursuing nine operational objectives:

- (1) **Focused, intense communication** using a variety of tools (press, internet, social media, publicity campaigns etc.) on its priority topics;
- (2) **Going local**, by developing messages which can be customised by local partners for local conditions (priority partners in this action are the members of the Enterprise Europe Network, but other parties will also be embraced);
- (3) **Building an informal network** of communication professionals who are able to disseminate our messages to a wider community of journalists;
- (4) **Building a web-based community of interest**, so that organisations that have a synergy with our aims promote our web pages (as we shall do to promote their activities in Member States);
- (5) **A spearhead approach** to major communication opportunities, where a speech or other action of the Vice-President (such as his Missions for Growth) is supported by social media and other tools as appropriate;
- (6) **Thematic campaigns** such as the anti-counterfeiting campaign, joining forces with Member State organisations to target specific issues;
- (7) **Being consistent across media**, developing a concise library of keywords which can be used as hash-tags, in headlines, in speeches and in texts to encourage people to read and share our messages;
- (8) **Reaching out to youth** through appropriate use of social media, beginning with a network of trainees who will act as multipliers among young people who have an interest in the future of Europe;
- (9) **Promotion of our social media presence at every opportunity** by ensuring that Twitter accounts, web-sites and Facebook pages are mentioned in presentations, in publications and in our communications (e.g. e-mails).

Financial Resources (€ in commitment appropriations)			Human Resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
/	/	/	107	22	129

Specific Objective 1: To ensure an effective management of the organisation and ensure that all policies and measures undertaken by the DG are done in pursuit of its overall mission		
Baseline	Milestone	Target (2020)
Result indicator: Degree of achievement of the DG's CWP Items Source: <i>internal monitoring</i>		
100% in 2013	100% each year	100%
Result indicator: Percentage of positive opinions by the Impact Assessment Board on first submission by DG ENTR Source: <i>Impact Assessment Board Report</i>		
83% in 2013 67% in 2012 (53% for the Commission in average)	Significantly higher percentage of positive opinions on first submission than Commission average each year	
Specific Objective 2: To maintain dialogue and cooperation with other EU institutions, Member States, Third Countries and other stakeholders in order to advance the objectives of the DG		
Baseline	Milestone	Target (2020)
Result indicator: Number of questions/queries from EU institutions, Member States, Third Countries and other stakeholders that were replied to within a good timeframe by the DG Source: <i>Inter-institutional database BASIL</i>		
1.250 in 2013	100% each year	100%
Result indicator: Proportion of requests for access to documents coordinated and handled according to the provisions of Regulation 1049/2001 and the Secretariat-General's guidelines in relation to the total number received Source:		
100%	100% each year	100%
Specific Objective 3: To develop, implement, monitor and adapt the most suitable external and internal communication strategies for the DG		
Baseline	Milestone	Target (2020)
Result indicator: Number of press releases Source: <i>Internal monitoring</i>		
41 (2013 total)	Approximately 40 each year	Steady state (press releases normally coincide with major policy initiatives and there is no reason to suspect a significant variance in the volume of work carried out in

		the DG)
Result indicator: Number of media enquiries Source: Internal monitoring		
1000	Reduction of 2-5% each year	750 (enquiries should reduce as the quality of our communications continues to improve)
Result indicator: Number of page views on Europa Source: Internal monitoring		
50 million in 2013	20% growth each year	180 million
Result indicator: Number of visits on Europa Source: Internal monitoring		
18 million in 2013	15% growth each year	48 million
Result indicator: Number of visits on the ENTR Intranet site Source: Internal monitoring		
290.269 in 2013	15% growth each year	750,000 (heavily dependent on future geometry of the DG)
Result indicator: Number of followers on Facebook (<i>target: growth rate of followers exceeds growth rate of total number of users of the medium</i>) Source: Internal monitoring		
7.326 (ENTR only) in 2013	15.000 by 2017	20,000 (alternative platforms may well be in favour by 2020)
Result indicator: Number of followers on Twitter (<i>target: growth rate of followers exceeds growth rate of total number of users of the medium</i>) Source: Internal monitoring		
14.152 in 2013	30.000 by 2017	50,000 (alternative alert-type services may well be used by 2020)

G) ADMINISTRATIVE SUPPORT

The DG ENTR budget is implemented in compliance with effective and efficient internal controls that can provide reasonable assurance of achieving effectiveness, economy, and efficiency of the operations, reliability of reporting, safeguarding assets, fraud prevention and detection and legality and regularity of the underlying transactions. Fraud undermines the effective functioning of the DG and diverts scarce and valuable resources from the DG's mission and performance objectives. DG ENTR addresses this fraud risk by preventive and detective control measures. (Specific objectives 1, 4, 5 and 6)

Beside the five internal control objectives outlined above, this section covers the human and IT resources management, which remain sensitive areas in view of the continuous resource pressure. The specific objectives outlined in this section aim at supporting the organization and its staff members so as to enable them to realise their potential and so achieve their objectives. (Specific objectives 2 and 3)

ICT Technologies

The IT strategy of the Directorate General for Enterprise and Industry is designed towards achieving the DG's strategic objectives. It focuses primarily on the different policy activities of the DG together with the support of its operational activities by providing a portfolio of high quality and state of the art Information Systems and related services.

IT will therefore focus on the core business of DG ENTR in the Policy making areas, notably for Industrial Policy and Internal Market in key areas such as SMEs, Access to finance, Raw Materials, Tourism, competitiveness, entrepreneurship, space and security.

The operational management of Programmes will be externalised to the EASME, REA, GSA agencies and to ESA and EIB (financial instruments). DG ENTR has decided to align the management of all grants using the "Common Support Center" (CSC) and will adopt the IT tools of the Research family for both Horizon 2020 and COSME. There will be no development of specific solutions for grant management by DG ENTR. The IT strategy with regards to the operational support of non-grant activities will be provided by DG ENTR and will follow the same principle as the CSC, with the provision of IT services to the EASME agency for programmes such as Erasmus for Young Entrepreneurs. In the case of the Single Market (Internal Market) specific Information Systems exist and will be maintained, notably in the field of notifications such as TRIS (Technical Regulation), ICSMS (Market Surveillance), RAPEX (in collaboration with SANCO) and standardisation. For all other Information Systems related to Administrative or Horizontal activities, DG ENTR will avoid investing in new solutions when possible in order to be able to concentrate on the DG's policy objectives.

The IT strategic objectives will be achieved in accordance with IS Governance strategy, DG ENTR has extended the role of the DG ENTR IT Steering Committee to include the governance of communication websites, aiming to rationalise DG ENTR portals and websites. New needs will be integrated into existing sites where possible. External websites will continue to be internalised applying a two-step approach: first, the website is hosted internally (as is) and then, when appropriate, the necessary changes are applied to the website to adapt it to the DG ENTR technological platforms and the Europa guidelines.

As most of the external applications and websites have been developed with "exotic" software which are not supported by DIGIT, DG ENTR will host them locally and therefore needs a powerful and reliable hosting infrastructure.

The internalisation of external websites is also put in place to increase the security of the Information Systems and websites, and avoids the current issues generated by the expiring contracts with the external providers, poor quality sites, high hosting costs and difficulties in the provision of technical support at the end of the maintenance contracts.

As a consequence, the Production and Disaster Recovery sites of DG ENTR are being reinforced to provide a high availability solution for the IT infrastructure in the context of the Disaster Recovery and the Business Continuity Plan.

With the ITIC migration and the decision to rationalise administrative and horizontal Information Systems, DG ENTR IT will focus on Information Systems and websites which support DG ENTR core business and objectives as a part of the IT resources freed will be redeployed in support of these. All Information Systems and websites will be developed and maintained in-house, some will be hosted locally while the majority will be hosted in the DIGIT Data Centre. Given that most of the projects are considered rather small, the overhead for outsourcing the development would not be cost effective. Working with intra-muros resources brings the agility to address new politically important needs, to adapt to changing specifications (several new actions started as a pilot and the needs were gradually discovered), to ease the integration and rationalisation (e.g. E-services Portal, DocsRoom, Drupal) and the reutilisation of building blocks.

Financial Resources (€ in commitment appropriations)			Human Resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
/	32.815.065	32.815.065	105	20	125

Specific Objective 1: To ensure an effective management of the organisation on the basis of the 16 internal control standards

Result indicator: Degree of compliance with and effectiveness of the implementation of the 16 internal control standards

Source: Self-assessment and opinion of the IAC

The target is set at 100% achievement for each year

Result indicator: Degree of implementation of mitigating measures for critical risks by the end of the year

Source: DG ENTR Risk register

The target is set at 100% achievement for each year

Result indicator: Degree of implementation of the impact assessment and evaluation plan (target: 100%)

Source: Internal monitoring

The target is set at 100% achievement for each year

Result indicator: Filing rate in ARES

Source: Internal monitoring

The target is set at 100% achievement for each year

Result indicator: Degree of implementation of audit recommendations (critical, very important and important), respecting the deadlines

Source: GRC Issue Track

The target is set at 100% achievement for each year

Specific Objective 2: To anticipate needs and to plan, execute, monitor and report on the management of human, resources so that the DG is managed in an efficient, effective, sound and accountable manner thus allowing it to meet the expectations of its staff and the Commission

Result indicator: Average vacancy rate

Source: Internal monitoring

The target is set at 6% achievement for each year

Result indicator: Average length of time taken to fill a vacant post

Source: Internal monitoring

The target is set at 4 months for each year

Result indicator: Percentage of women recruited as Administrators (non-management)

Source: Internal monitoring				
The target is to be in full compliance with Commission target of 50% of new recruitment for each year				
Result indicator: Percentage of women recruited to middle management positions Source: Internal monitoring				
The target is to be in compliance with Commission target each year				
Result indicator: Average number of training days per staff member Source: Internal monitoring				
The target is • 7.5 days of formal training per staff per year				
Result indicator: Ensure that staff in the financial workflow have undergone mandatory financial training Source: Internal monitoring				
The target is 92 % compliance each year				
Result indicator: Staff redeployment Source: Internal monitoring				
The target is full compliance with Commission-wide and DG internal targets each year				
Result indicator: Reduction of overheads Source: Internal monitoring				
The target is less than 20% difference with the family DG average for each year				
Specific Objective 3: To anticipate needs and to plan, execute, monitor and report on the management of IT resources so that the DG is managed in an efficient, effective, sound and accountable manner				
Baseline		Milestone		Target (2020)
Result indicator: Degree of implementation of the DG's IT Master Plan Source: IT Steering Committee meeting				
IT Master Plan and IT projects reported in the GOVIS repository	Mid-year review (June)	Final Review (December)	95%, subject to mid-year review by the IT Steering Committee	
Result indicator: Testing of the IT Disaster Recovery Plan (DRP) Source: IT Disaster Recovery test report				
Annual testing of the DRP	August each year	at least once a year		
Specific Objective 4: To anticipate needs and to plan, execute, monitor and report on the management financial resources so that the DG is managed in an efficient, effective, sound and accountable manner thus allowing it to meet the expectations of its staff and the Commission				
Result indicator: % of budget execution (commitments) with respect to annual and final voted budgets Source: ABAC				
The target is 98% execution each year				
Result indicator: % of budget execution (payments) with respect to annual and final voted budgets				

Source: ABAC		
The target is 95% execution each year		
Result indicator: Ratio between budget value implemented and budget allocated (commitments from calls for proposals) (grant effectiveness) Source: Internal monitoring		
The target is > 95% each year		
Result indicator: Forecasts of Revenue closed within 9 months Source: ABAC		
The target is 100% each year		
Result indicator: Amount of potentially abnormal RAL Source: ABAC		
The target is minus 10% compared to previous year		
Result indicator: Payment times with breakdown for grants, procurement and delegated budget Source: ABAC		
The target is 96% of invoices paid on time each year		
Result indicator: Specific financial control strategies in place for the DG's financial activities Source: Manuel of Budgetary and Financial Procedures of DG ENTR		
The target is all areas covered each year		
Result indicator: Number of reservations in the AAR Source: AAR		
The target is decrease in comparison with previous years		
Specific Objective 5: To contribute to the protection of the EU's financial interests by preventing and detecting fraud and by achieving adequate reparation and deterrence, with proportionate and dissuasive sanctions and respecting the due process, especially by introducing an anti-fraud policy and strategy at DG level and by clarifying the different responsibilities of the various stakeholders		
Baseline	Milestone	Target (2020)
Result indicator: Number of contracts/grant agreements subject to close monitoring or additional controls due to an assessed high risk of fraud Source: Internal statistics		
This indicator will be reported in the ENTR Annual Activity Report. DG ENTR does not aim at placing certain number of files under reinforced monitoring but applies the mechanism when needed.		
Result indicator: Number of files sent to OLAF for investigation Source: Report to the Commissioner		
This indicator will be reported in the ENTR Annual Activity Report. DG ENTR informs OLAF whenever deemed necessary.		
Result indicator: Number of visits on intranet pages dedicated to fraud prevention		

Source: Intranet

The target is 5% higher than in previous year

Result indicator: Degree of DG ENTR staff covered by fraud awareness trainings
Source: DG ENTR own statistics

The target is 10 % each year

SOUND MANAGEMENT OF FINANCIAL RESOURCES AND LEGALITY AND REGULARITY OF OPERATIONS

Specific Objective 6: To implement and maintain an effective internal financial control system so that reasonable assurance can be given that resources assigned to the activities are 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

Public procurement

Input indicators related to:	<p>Cost</p> <p>Full time equivalent (FTE) resources devoted to the following various phases:</p> <ul style="list-style-type: none"> - Launch, evaluation, award of tenders, contracting and operational/financial management (each Directorate) - <i>ex ante</i> verifications including desk checks (for each directorate and R1)
Output indicators related to:	<p>Economy (cost-effectiveness)</p> <ul style="list-style-type: none"> - Average cost per Tender (each Directorate) <p>Efficiency</p> <ul style="list-style-type: none"> - Number of Tenders per FTE (each Directorate and RI PPGM) - Number and amount of contracts financed (each Directorate) - Number of amendments to existing contracts (each Directorate) <p>Effectiveness</p> <ul style="list-style-type: none"> - Coverage of first level financial <i>ex ante verification</i> (each Directorate and R1)
Result indicators related to:	<p>Effectiveness</p> <ul style="list-style-type: none"> - Number of complaints received from unsuccessful economic providers (each Directorate) <i>target: no complaints concerning internal errors in the procedure</i> - Number of Ombudsman complaints concerning procurement (each Directorate) <i>target: no complaints concerning internal errors in the procedure</i> - Number of legal proceedings initiated by contractors or economic providers against the Commission on the outcome of procurement procedures (each Directorate) <i>target: no legal proceeding</i> - Number of exception reports(each Directorate) <i>target: no exceptions</i> - Number of delayed very important and critical recommendations from ECA, IAS and IAC related to procurement (each Directorate) <i>target: no delays</i> <p>Benefit</p> <ul style="list-style-type: none"> - Value of errors detected by ex-ante systems (difference between invoice and amount paid) (each Directorate and R1 ex ante)

Grants

<p>Input indicators related to:</p>	<p>Full Time Equivalent resources devoted to the grant management stages (preparation, evaluation, selection, contracting, operational only management, first and second ex ante verification, ex post checks and implementation)</p>
<p>Output indicators related to:</p>	<p>Economy (cost-effectiveness)</p> <ul style="list-style-type: none"> - Average evaluation cost per proposal (done by own staff FTE and/or external experts paid) (each Directorate) - Average project management cost per running project (staff FTE standard staff cost) (each Directorate) - Average number and value of running projects managed 'per' staff FTE (each Directorate) <p>Efficiency</p> <ul style="list-style-type: none"> - Number (and value) of recoveries 'pending' implementation (FoR > RO) (each Directorate) <p>Effectiveness</p> <ul style="list-style-type: none"> - Ratio between number of calls successfully concluded and number of calls planned in MP/WP (each Directorate) <i>target: 100%</i> - Amount of cost checked by means of desk check (each Directorate) <i>target: manual of budgetary and financial procedures section 6.2.3.2.10</i> - Ratio between value of errors detected through the ex-ante desk checks and total value of cost claims (each Directorate and R1 ex ante) - Value of corrections 'made' by recoveries (ABAC) (each Directorate and R1 accounting) - Value of corrections 'made' by offsetting (local Project Management system) (each Directorate) - Ratio between number of successful redress challenges and total number of evaluated proposals (each Directorate) <i>target: below 2 %</i> - Number of delayed very important and critical recommendations from ECA, IAS and IAC related to grant management (each Directorate) <i>target: no delays</i>
<p>Result indicators related to:</p>	<p>Efficiency</p> <ul style="list-style-type: none"> - Average time to publication of selection results (each Directorate) - Average time to grant (each Directorate) - Average days of suspension (% of payments suspended) (each Directorate and R1 ex ante) - Average time to recovery (each Directorate) - Average time to offsetting (each Directorate) <p>Effectiveness</p> <ul style="list-style-type: none"> - Value of corrections 'made' by extending audit results (extrapolation) (each Directorate and R1 ex post) - Number of complaints received from unsuccessful applicants in grant award procedure (each Directorate) <i>target: no complaints concerning internal errors in the procedure</i> - Number of Ombudsman complaints concerning grants (each Directorate) <i>target: no</i>

	<p><i>complaints concerning internal errors in the procedure</i></p> <ul style="list-style-type: none"> - Number of legal proceedings initiated by applicants against the Commission on the outcome of grant award procedures (each Directorate) <i>target: no proceeding</i> - Number/value of cases referred to OLAF for investigation compared with total programme expenditure (R1/01)
Impact indicators related to:	<p>Sound financial management</p> <ul style="list-style-type: none"> - Ratio between the total cost and the total value of payments made (each Directorate) <p>Effectiveness</p> <ul style="list-style-type: none"> - European Court of Auditors' overall assessment of supervisory and financial control systems
<p><i>Indicators as regards</i></p> <p><i>- Direct Management Mode (EASME: administrative budget only)</i></p> <p><i>- Indirect Management Mode (ESA, GSA and EEA)</i></p> <p><i>- Joint Management</i></p> <p><i>and the management of the delegation agreement with ESA</i></p>	
Input indicators related to:	<p>Cost</p> <p>Full time equivalent (FTE) devoted to preparation, adoption and selection (or prolongation) a mandate; ex-ante (re)assessment of the entrusted entity; cost of outsourced "pillar" (re)assessment; monitoring, supervision, reporting; payments, suspensions, /interruptions; accounting, document and reporting; ex-post; verification Missions) (each Directorate)</p>
Output indicators related to:	<p>Economy (cost-effectiveness)</p> <ul style="list-style-type: none"> - Ratio between FTE costs devoted to (i) preparation, adoption and selection work (or prolongation) of the mandate to the entrusted entity and (ii) EU funds entrusted (each Directorate) - Average cost for monitoring, supervision, reporting per delegated act (each Directorate) - Ratio between the cost of the FTEs performing financial controls and the value of errors detected by ex-ante systems (difference between invoice and paid) (each Directorate) - Average FTE cost for accounting, document and reporting per delegation act (each Directorate) <p>Efficiency</p> <ul style="list-style-type: none"> - Coverage of the verification missions (each Directorate) - Number of delegated acts completed in the year (each Directorate) - Number of amendments of the delegation act (each Directorate) <p>Effectiveness</p> <ul style="list-style-type: none"> - Number of negative Inter Service Consultation opinions (each Directorate)

<p>Result indicators related to:</p>	<p>Efficiency</p> <ul style="list-style-type: none"> - Average Time-To-Entrust (time from basic act adoption to entrust 100% of the budget by means of delegated act signed) (each Directorate) - Adjustments (proposed as a result of the assessment) implemented within deadline (FR Art 60 2. f) (each Directorate) <p>Effectiveness</p> <ul style="list-style-type: none"> - Ratio between (i) value of errors detected by ex-ante systems (difference between invoice and paid) and (ii) total payments (each Directorate) - Value total detected error compared with total expenditure checked during verification missions - Number of delayed very important or critical recommendations from ECA, IAS and IAC related to centralised direct, indirect and joint management (each Directorate) <i>target: no delayed recommendations</i> <p>Benefit</p> <ul style="list-style-type: none"> - Value of errors detected by ex-ante systems (difference between invoice and paid) (each Directorate)
<p>Impact indicators related to:</p>	<p>Effectiveness</p> <ul style="list-style-type: none"> - Assessment by the European Court of Auditors (each Directorate) <i>target: positive assessment</i> - Delegation act objectives achieved (each Directorate) <i>target: 100 % achieved</i>

Table Summarising Priority ICS

<i>Top 4 or Priority Control Issues</i>			<i>(4) Summarise the relevant requirements and/or effectiveness criteria</i>	<i>(5) Control issues and planned measures to improve or develop controls</i>
<i>(1) Prioritised in MP 2013</i>	<i>(2) Effectively implemented¹</i>	<i>(3) Internal Control Standards</i>		
N	Y	1. Mission	DG mission statements are clearly defined, up-to-date, concise and developed from the perspective of the DG customers.	<p>Verification and updates of mission statements are performed accordingly by the respective management levels. All mission statements are available at Intranet. Messages of the DG ENTR mission are continuously communicated to staff.</p> <p>DG ENTR mission statements shall: address the priorities of the College's mandate, reflect the objectives set in the new MFF and address any new challenges, respecting the new financial and regulatory frameworks.</p>
N	Y	3. Staff Allocation and Mobility	<p>The allocation and recruitment of staff is based on the DG's objectives and priorities.</p> <p>Management promote and plan staff mobility so as to strike the right balance between continuity and renewal.</p>	<p>In a context of shrinking resources the management should ensure optimal staff allocation based on the DG ENTR priorities and objectives.</p> <p>The planned measures, such as task mapping, work load indicators, are aimed at achieving better staff allocation and potential efficiency gains.</p>
N	Y	5. Objectives and Performance Indicators	<p>Whenever necessary, the objectives are updated to take into account significant changes in activities and priorities.</p> <p>Indicators are established to help management evaluate and report on progress made in relation to objectives. The indicators are meaningful, i.e. they actually support and facilitate management and monitoring.</p>	<p>Objectives and indicators shall be adapted to enhance their relevance, taking into account new policy and legal developments. The performance indicators should be meaningful and focus on the DG's/Directorate's/Unit's key activities and risks.</p>
N	Y	9. Management Supervision	<p>Management has satisfactory evidence that key controls in place are operating as intended in practice.</p> <p>Supervision is based on objectives in a management plan and related indicators, which objectives and indicators are useful in practice.</p>	<p>Managers ensure the supervision of the activities in their areas of responsibility in accordance with the established operational, information and reporting processes in DG ENTR. Management plans outline objectives and indicators, as well as resource allocation and responsibilities for follow-up.</p> <p>Further focus on reinforced management supervision, covering internal control and operational performance and in keeping track of main issues identified in the context of the new legal and political framework.</p>

¹ [2012 Annual Activity Report](#)

DG Enterprise and Industry multiannual evaluation plan

December 2013

Ongoing evaluations

Title	Context, intended use <small>CWP, Fitness Check, required by legal basis, other</small>	Type of evaluation		Timing	
		Prospective (P) or retrospective (R)	External (E), internal (I), internal with external support (I&E)	Start	End
Evaluation of Member states policies on raw materials	EIP / COSME; Evaluation in support of policy development	P&R	E	05/2013	03/2014
Fitness-check on petroleum refining sector	Possible future initiative; Evaluation in support of policy development COM(2012)582; REFIT	P&R	I&E	04/2013	12/2014
Evaluation of the impact of the Memorandum of understanding on harmonisation of chargers for mobile telephones (joint evaluation and impact assessment)	Evaluation in support of policy development	P&R	E	07/2013	07/2014
Evaluation of the User guide on the SME Definition	Evaluation in support of policy development	P&R	E	10/2013	07/2014
Evaluation of the SME Week	EIP / COSME; Evaluation in support of policy development	P&R	E	10/2013	05/2014
Evaluation of Clusters Initiatives	Evaluation in support of policy development	P&R	E	12/2013	06/2014
Final evaluation of the FP7 Space research actions	Required in H2020 legal basis	R	E	12/2013	12/2014
Evaluation of the firearms legislation	REFIT	P&R	E	12/2013	10/2014
Independent review of the European standardisation system, phase 1	Evaluation in support of policy development, report requested by legal base	P&R	E	12/2013	12/2014
Evaluation of Erasmus for Young Entrepreneurs Programme	COSME, Evaluation in support of policy development	P&R	E	12/2013	03/2014

Planned Evaluations

Title	Context, intended use <small>CWP, Fitness Check, required by legal basis, other</small>	Type of evaluation		Timing	
		Prospective (P) or retrospective (R)	External (E), internal (I), internal with external support (I&E)	Start	End
Fitness Checks on the most relevant chemicals legislation not covered by REACH as well as related aspects of legislation applied to downstream industries	REFIT	R	E	01/2014	09/2015
Evaluation of iPorta	H2020; Evaluation in support of programme implementation and policy development	P&R	E	02/2014	09/2014
Evaluation of the application of the Principle on mutual recognition	Regular evaluation of the acquis	P&R	E	03/2014	03/2015
Ex-post evaluation of the FP7 Security research actions	Required in H2020 legal base	R	E	03/2014	03/2015
Evaluation of EACI EASME	EIP / COSME; Evaluation required by the regulation on the statute for executive agencies	P&R	E	03/2014	09/2014
Evaluation of the Enterprise Europe Network	EIP / COSME	P&R	E	06/2014	03/2015
Cumulative costs assessment in the area of chemical industry	REFIT	R	E	04/2014	03/2015

Title	Context, intended use CWP, Fitness Check, required by legal basis, other	Type of evaluation		Timing	
		Prospective (P) or retrospective (R)	External (E), internal (I), internal with external support (I&E)	Start	End
Cumulative cost assessment in the area of forest-based industries (woodworking, furniture, pulp, paper and printing)	REFIT	R	E	09/2014	09/2014
Cumulative costs assessment of EU legislation on construction	Evaluation in support of policy developments, COM(2012)433	R	E	09/2014	09/2015
Evaluation of the Directive 2009/43/EC on defence related products	Support to the Review of the implementation of the directive	P&R	E	12/2014	06/2015
Evaluation of the contribution of FP7 Space research to European leadership	H 2020	P&R	E	2015	2016
Evaluation of the Late payment directive	Support to the Review of the implementation of the directive	P&R	E	2015	
Evaluation of the external IPR Help desks	COSME; Evaluation in support of programme implementation and policy development	P&R	E	2015	
Evaluation of projects for public procurement of innovative solutions	H2020	P&R	E	2016	
Evaluation of the Machinery Directive	REFIT	P&R	E	2016	
Evaluation of the GNSS agency	Requirement in legal base	P&R	E	2016	
Final evaluation of GMES regulation and ex-post evaluation of GMES preparatory actions	Requirement in legal base	P&R	E	2016	
Interim evaluation of H2020 Space research actions	Requirement in legal base	P&R	E	2016	
Interim evaluation of H2020 Security research actions	Requirement in legal base	P&R	E	2016	
Evaluation of the implementation of the KETs strategy	Evaluation in support of policy development	P&R	E	2016	
Interim evaluation of GNSS programmes EGNOS and Galileo	Requirement in legal base	P&R	E	2017	
Interim evaluation of COSME	Requirement in legal base	P&R	E	2018	
Ex-post evaluation of H2020 Space research actions	Requirement in legal base	R	E	2021	
Ex-post evaluation of H2020 Security research actions	Requirement in legal base	R	E	2021	

Studies 2014

Field	Missing analytical tools, data or studies	Why the study is needed?*
Industrial policy, economic analysis	Study concerning IP licensing, including the value of IP	The EC intends to improve the conditions for technology transfer and the licencing of patents. That would help bringing new technologies to the market. The study would contribute by bringing recommendations on how to improve policies and practices on this area.
	Study on the cross-border/intra-border supply chains in the EU	To understand the interlinkages of companies in the EU
	Extra EU SME exports	Measurement of internationalisation of SMEs and obstacles to the growth of SMEs
	Short-term Outlook	Provide a set of short-term projections at sectoral level for the European industry by EU Member State and quantify expected developments,
	Study on Counterfeiting	The study will analyse the impact of counterfeiting on European industry
	Studies to support European competitiveness including the European Competitiveness Report	Council Resolution of 2 November 1994 on the strengthening of the competitiveness of community industry (94/C343/01)
International Affairs	SME Policy Assessment in EaP countries (2 nd round)	<p>The second round of the SME Policy Assessment follows the same rationale as the first assessment and, thus, has the objective to support Eastern Partner (EaP) countries in identifying strengths and weaknesses in their SME (small and medium-sized enterprise) policy frameworks and to remedy these based on the recommendation made by the project partners (EC, OECD, EBRD and ETF). The specific objective of this project is to measure progress made in SME policy implementation over time (2012–2015) based on the results of the SME Policy Assessment published in 2012. It also aims to sustain the positive reform momentum and support regional policy dialogue between SME policy makers in the region, notably by providing a set of recommendations for further policy reforms. A specific focus will be put on how to monitor and evaluate the impact of SME policy interventions to strengthen capacity of SME policy makers in the region. This assessment is part of the work undertaken by the SME Panel under the umbrella of Platform 2 ("Economic Integration and Convergence with EU Policies") of the Eastern Partnership.</p> <p>Start year is 2014 and duration is 2 years (i.e. the study will be carried out in 2014 and 2015). The study is also under Joint Management with the OECD.</p>
	SME policy Assessment in WB countries 2014/2015 Joint Management with OECD	Past and present approaches to industrial policy will be analysed of Western Balkan countries and Turkey and will be compared it to the approach of the EU and its Member States, including the new approach to industrial policy launched by the EC as part of the EU 2020 strategy.
Sustainable industrial policy, construction	Ecodesign related studies (technical assistance to ecodesign methodology, preparatory studies and/or evaluation studies),	Collect evidence to prepare product-specific draft ecodesign regulations or prepare updates to the working plan
	Studies on the implementation of CPR (construction)	To provide a solid and robust factual base for future reporting activities
	Modelling study on the impacts of the EU 2030 Framework for climate and energy policies on EU industry	Modelling study on the impacts of the EU 2030 Framework for climate and energy policies (under preparation) on EU industry at sectorial level and within Member States in terms of costs, competitiveness and carbon leakage. The results of the study will require constant future update and are expected to help ENTR refine its positions on implementation and potential modifications of the 2030 Framework in the future.
	Studies on CPR impacts to the competitiveness of the EU construction sector	To assist and support the use of the internal market for the competitiveness of the European construction sector, especially SMEs

Studies 2014

Field	Missing analytical tools, data or studies	Why the study is needed?*
National competitiveness policies	Exchanges of good practices in improving the business environment	In line with the Industrial Policy Communication which calls for closer cooperation with MS, the action aims at identifying the key factors that are conducive to best performance in the selected area in order to formulate recommendations that could serve as guidance for policy makers when designing reform measures.
Innovation Policy	Investment in intangible assets, incl Design	The Innobarometer survey in 2013 has presented an overview of the drivers and barriers for the investment of EU enterprises in intangible assets. Intangible assets, design being one of them, are an important driver of competitiveness. Investment in intangible assets, especially in design, and their role in fostering competitiveness of EU enterprises in the global competition will be further investigated.
	Potential benefits of a European Design Label	In the Industrial Policy update of October 2012, the Commission gave a commitment to implement an action plan for design-driven innovation. European design contains qualities arising from diverse cultural and creative traditions, enabling it to create value for EU enterprises and foster their competitiveness on the global stage. In order to implement the action plan for design-driven innovation, the potential added value of creating a 'Designed in the EU' label needs to be investigated further.
	Advanced Manufacturing Technologies	To assist the Commission in the implementation of the Industrial Policy action for Advanced Manufacturing Technologies for Clean Production. Improving the analysis on the competitiveness of advanced manufacturing technologies will contribute to the objectives of 1) accelerating the dissemination and commercialisation of advanced manufacturing technologies; 2) boosting the demand for advanced manufacturing technologies; 3) reducing skills shortages and competence deficits; and 4) communicating the results to the wider public.
Automotive industries	Pedestrian safety detection	Advanced safety features identified as appropriate in (to be launched) 2013 study should be assessed in further detail
	Frontal impact safety for occupant diversity (older people, children)	Ongoing work under UNECE for R94 (mandatory in EU) assessing the cost/benefit, vehicle crash compatibility small/large cars, adaptive restraint systems. To follow initial assessment of the (to be launched) 2013 study on advanced feature reporting and to be supported with full-scale crash testing.
	Additional functional safety and vehicle construction requirements for L7e heavy on-road quads	Future policy study to assess the outcome of the (to be launched) 2013 study containing more detailed and extensive testing to help determine increase safety level of future (car like) L7e-A vehicles to meeting M1 equivalent standards
	Hydrogen safety GTR (second phase) including material qualification	Transposition of GTR on Hydrogen safety into legislation mandatory in the EU to be supported by in depth assessment of the proposed material qualification (instead of prescribing only known and proven materials) methodology, supporting innovation in this field
	Emissions	Framework contract to assist in the development of Regulations in the field of emissions
	Economic issues	Framework contract for the analysis of the competitiveness situation of the European automotive industry
	Annual survey with ECB on SME access to finance	To follow closely SME lending market developments in all EU MS on a comparable basis

Studies 2014

Field	Missing analytical tools, data or studies	Why the study is needed?*
SMEs, SBA, EEN , Entrepreneurship	Analysis of framework conditions OR data gathering re. Access to finance	
	<p>SME Performance Review Annual Report and Fact Sheets</p> <p>The Annual Report on EU SMEs describes and analyses the main factors affecting European SMEs' performances and competitiveness. The SBA fact sheets (37) provide more in-depth information on the country level. They are structured according to the 10 principles of the SBA and are based on core indicators which relate the individual Member States to the EU average. In addition, topical studies such as the follow-up of the study on the cost of cumulative effects of compliance with EU law for SMEs could be run.</p>	The SME Performance Review is the main tool used to assess and monitor the progress in the implementation of the SBA. It is therefore an essential tool in supporting SME Policy/SBA which is one of the DG ENTR priorities
	Studies on entrepreneurship policy implementation	To be determined in response to evolving policy, economic and social developments in the field.
	Entrepreneurship 2020 Action Plan follow up and monitoring	Support the implementation of the Entrepreneurship 2020 Action Plan by ensuring the follow-up and monitoring, and collection of empirical information on activities covered by the Entrepreneurship 2020 Action Plan to guide future policy making

Studies 2014

Field	Missing analytical tools, data or studies	Why the study is needed?*
	Social enterprises and 'asset locks' (indivisible reserve)	Best-practice sharing between Member States regarding the use of capital accumulated in social enterprises and in particular 'asset locks' (indivisible reserve)
	Overview study on funding for tourism stakeholders under the MFF 2014-2020 (tbc)	This study would be very useful for the tourism industry stakeholders in order to provide them with a clear picture of the EU funds available which can be used for tourism-related projects
Textiles, fashion, design, creative industries	Etude sur les partenariats économiques UE-MED en matière de mode, design et industries créatives	The objective of the study is to address the issues of supply value chain between both regions for industries such as textile, clothing, footwear, leather and accessories. It will concentrate on the consecutive processes of production and distribution. Attention will be paid to IPR, promoting creativity, design and innovation, required skills as well as trade flows between countries. SMEs will be paramount. The findings will serve as guidelines for policy makers to adapt existing policy instruments.
Chemical	Study on the International competitiveness of the chemical industry	Measuring the impact of REACH on external competitiveness was identified as an area of need for more study at the Competitiveness Council meeting of 18 February 2013.
	Study to screen chemicals legislation other than REACH in view of the REFIT exercise	The study will collect information on chemicals legislation (150+) other than REACH which will then feed into the REFIT fitness check.
	Feasibility study on interlinked databases to facilitate exchange of information between Poison Centres	Study will assess the possible development of interlinked databases in the Member States to facilitate exchange of information between Poison Centres. A feasibility study is considered necessary to achieve this goal. Legal basis: Recitals (62), (63) and Article 45(4) Regulation EC No 1272/2008 (CLP Regulation)
Food, healthcare, bio-technology	Update of the 2007 study on the competitiveness of the European food industry to analyse the mid-term effects of the crisis on the sector	The study is to support the High Level Forum for a Better Functioning Food Supply Chain, and its findings will be instrumental to EU policy development.
Engineering industries	Study on the competitiveness of the recreational craft sector	COM has been requested by the EESC as well as by MEPs questions to react on some issues which create obstacles to further development of the sector.
	Preparatory study for EU harmonised legislation on the road circulation of self-propelled mobile construction and agricultural machinery	The study corresponds to the commitment made by the COM when the new Tractors type-approval Regulation was adopted – see Regulation EU N° 167/2003, Recital 6. The Objective of this study is to analyse the policy options for harmonising the technical requirements and conformity assessment procedures for the road circulation of self-propelled mobile construction and agricultural machinery. The occupational health and safety requirements for such machinery are already set out in the Machinery Directive 2006/42/EC. However neither the Machinery Directive nor the vehicles type-approval legislation covers road circulation requirements. The unnecessary excess cost of this lack of harmonisation was already established in a study carried out in 2001.
Space	Space critical technologies	External evaluation about sources of funding of R&D in critical technologies for space - identification of efficiency gains and roadmap for EC, MS and ESA funding.
	Outlook of space activities beyond 2020	The prospective study will aim to provide trends on how the world and space context will evolve until 2030 to prepare the future policy development and take more informed decision. Link to the industrial space policy follow-up action 3 under DG ENTR responsibility (develop and provide to industry a long-term and clear vision of the institutional market at EU level) that should be done by mid-2014,

Studies 2014

Field	Missing analytical tools, data or studies	Why the study is needed?*
	Study of new funding schemes for space activities and potential applicability to boost competitiveness in the EU (in particular space prizes)	The objective of this study will be to identify new funding schemes for space activities and potential applicability to boost competitiveness in the EU linked to Horizon 2020,
	Specificities of the space sector and the European space industry in the context of trade negotiations and relevant commercial agreements	Follow-up of EU Space Industrial Policy Communication
	Studies on the economic value of Copernicus and its impacts, in particular in the areas of scientific activities, industrial capacities, and development of research skills among Europe's industrial workforce. (TBC)	Follow up of the economic study launched last year (from Lot 3 Framework contract).
	Framework contract on the COPERNICUS Programme for independent management advise.	provide high-level independent project management and advise
Defence, aeronautics, maritime industries	Study on RPAS market	Based on the Roadmap for the insertion of RPAS into civil airspace
	Study on the potential scope for the European Aviation Safety Agency to support military airworthiness certification	Implementation of the industrial policy actions from the Defence Communication adopted on 24 July 2013
	Study on screening raw materials for defence	Implementation of the industrial policy actions from the Defence Communication adopted on 24 July 2013
Security Research and industry	Studies related to the competitiveness of the European security industry	This study is part of Communication on a Security Industrial Policy (Com (2012) 417)
GNSS : Galileo & EGNOS	Aviation Standardisation	Already included in the GNSS work programme 2014. Highly technical study. The objective of the project is to pursue the standardisation effort in the aviation sector to support the introduction of both Galileo and the modernized version of EGNOS in next generation equipments. This project is fully aligned with the directions set recently by the International Civil Aviation Organisation during its 12th Air Navigation Conference. The goals pursued is the development of standards supporting multi-constellation solutions.
	Galileo and EGNOS Mission and Service Definition Tasks Lot 1	Already included in the GNSS work programme 2014. Highly technical study. The scope of the subject activities is the support of technical actions and deliveries to be carried out by the EC team in the frame of the Galileo and EGNOS programmes activities. Externalisation of activities is necessary to overcome given resource constraints and increase the expertise available in certain technical areas. This technical support tasks encompass future Mission and Services Definition, including in particular the support to GNSS user needs Research activities together with the definition and consolidation of future EGNOS and Galileo services.
	Galileo Mission and Service Definition Tasks Lot 2	Already included in the work programme 2014. Highly technical study. The scope of the subject activities is the support of technical actions and deliveries to be carried out by the EC team in the frame of the Galileo and EGNOS programmes activities. Externalisation of activities is necessary to overcome given resource constraints and increase the expertise available in certain technical areas. This technical support task relates to Mission and Service Evolution, including in particular the support to the Mission Evolution activities and the support to GNSS Research and Development activities aiming to the definition and consolidation of the new services to be implemented by Galileo and EGNOS

Studies 2014

Field	Missing analytical tools, data or studies	Why the study is needed?*
	Monitoring of GNSS system providers (GNSS observatory)	Already included in the work programme 2014.. This activity aims to collect information on other GNSS and monitor relevant information on their development such as budget, resources allocated for R&D, measures taken to foster applications based on these systems. This support could be extended for another 3 years, if the results are adequate
Others	Global Insight Database	<p>Economic forecasts, industry analysis and market intelligence for over 200 countries and 170 industries. With hundreds of expert economists and analysts worldwide, you can tap into our global economic outlook, analysis and data to monitor and assess business opportunities and risks around the world. IHS Global Insight Country Intelligence provides constantly updated analysis of the business conditions, economic prospects and risks in over 200 countries. Whether you need to assess new market opportunities for foreign direct or portfolio investment, trade in securities and currencies, or monitor the risk landscape in country, regional, or global markets, we help you to:</p> <ul style="list-style-type: none"> • Monitor and understand developments as economic and political conditions change • Assess growth and development potential for individual economies and regional markets • Analyze relative risks among countries around the world
	GAMS Update	<p>DG Enterprise and Industry makes use of a so-called computable general equilibrium model for analytical purposes. This model, WorldScan, is developed at the CPB Netherlands Bureau for Economic Policy Analysis in the Hague. DG Enterprise and Industry has a memorandum of understanding with the CPB to use the model in-house. The model is run by the team working in unit A5 Economic Analysis and Evaluation. In order to be able to run the model, the GAMS software package is needed. The General Algebraic Modeling System (GAMS) is a high-level modeling system for mathematical programming and optimization. It consists of a language compiler and a stable of integrated high-performance solvers. GAMS is tailored for complex, large scale modeling applications, and allows to build large maintainable models that can be adapted quickly to new situations.</p>
	JSTOR	<p>The subscription to JSTOR will allow DG ENTR staff to have access on-line to a large archive of papers in numerous scientific journals. The subscription of two of the JSTOR (business and business 11) collections will extend considerably both the period and number of scientific journals in the area of Economics that is currently available to the staff in DG ENTR. Other DGs such as ECFIN and COMP have also subscribed to JSTOR.</p>
	OECS Daily Statistics (database access)	International Energy Agency Databases
	ENDS daily	<p>Subscription to ENDS Environment Daily Newsletter. This is an excellent source of accurate information that we have had for several years already.</p>
	Point Carbon	<p>Subscription to Thomson Reuters POINT CARBON is the most renowned and best informed platform for information concerning the European and world-wide carbon market.</p>
	Multiclient studies - textiles	Subscription

Studies 2014

Field	Missing analytical tools, data or studies	Why the study is needed?*
	ICIS News Yearly	Subscription to Chemicals News provides the Commission with the latest information and developments necessary for files related to trade, competition and general competitiveness.
	Chemtrac Database	Subscription to database which is a unique on-line chemicals management system and reference tool containing essential information on more than 150,000 chemical substances
	Europe Diplomacy and Defence	Subscription to a twice weekly newsletter that provides information on key EU and NATO decisions, with analysis and comments by players and experts on defence matters, reports and practical information.



COMMUNICATIONS STRATEGY 2014

1. OVERVIEW

2014 marks the final year of the Barroso II College, elections for the European Parliament and the launch of COSME, Horizon 2020, Copernicus and Galileo under the new multi-annual financial framework and the lead-up to EXPO 2015 (already launched in 2013). There will be much to communicate.

Communication activities will come under two broad headings: reputation management and stakeholder information.

Reputation management addresses the need to inform the citizen about activities at the EU level. What is being done, who is doing it, why it is being done, where actions are taking place and how it affects the citizen. Communication in this area is needed to counter a growing trend towards Euroscepticism which is moving towards Eurocynicism. Particularly after five years dominated by economic crisis, and at a time when recovery is starting to take root across the EU, communication is needed to reverse this trend by presenting the benefits of our actions.

2. REPUTATIONAL MANAGEMENT

The DG will develop a set of communication themes subordinate to DG COMM's corporate themes, which will focus the key messages relevant to its policy areas. These might include: "One job in industry creates up to two support jobs"; "SMEs create 85% of all new jobs"; "big industry sustains many SMEs"; "SMEs are leading the economic recovery" – all emphasising the vital importance of industry in creating wealth.

The DG will promote strategic initiatives in support of the industrial renaissance and the industrial policy it embodies, and measures to improve regulation arising from REFIT, supporting the initiatives taken by Vice-President Tajani. Communicating results will be equally important as the "balance sheet" for the present College of Commissioners.

The DG will continue to promote the benefits of major investments in space, through the Galileo and Copernicus initiatives, in particular by continuing to present the European Space Expo in cities across Europe.

The DG will actively engage with the public, by closely supporting the work of the spokesperson in preparing information for the press and media, handling enquiries

and countering misinformation and by ensuring web and social media presentation is accurate, up-to-date, informative and engaging.

3. STAKEHOLDER INFORMATION

The launch of the new programmes under the multi-annual financial framework creates opportunities for partners across the EU. Information campaigns will be targeted on potential beneficiaries in areas of particular need and rolled out according to the availability of the instruments.

Similarly, where legislative initiatives are expected to have a substantial impact on stakeholders (e.g. the 2012 late payment Directive), Member State-specific campaigns using press and media such as radio will be launched.

4. FROM STRATEGY TO TACTICS: MAKING IT HAPPEN

DG ENTR will work closely with DG COMM to support the aims of corporate communication and fulfil the communication needs of its policy actions by pursuing nine operational objectives:

- (1) **Focused, intense communication** using a variety of tools (press, internet, social media, publicity campaigns etc.) on its priority topics;
- (2) **Going local**, by developing messages which can be customised by local partners for local conditions (priority partners in this action are the members of the Enterprise Europe Network, but other parties will also be embraced);
- (3) **Building an informal network** of communication professionals who are able to disseminate our messages to a wider community of journalists;
- (4) **Building a web-based community of interest**, so that organisations that have a synergy with our aims promote our web pages (as we shall do to promote their activities in Member States);
- (5) **A spearhead approach** to major communication opportunities, where a speech or other action of the Vice-President (such as his Missions for Growth) is supported by social media and other tools as appropriate;
- (6) **Thematic campaigns** such as the anti-counterfeiting campaign, joining forces with Member State organisations to target specific issues;
- (7) **Being consistent across media**, developing a concise library of keywords which can be used as hash-tags, in headlines, in speeches and in texts to encourage people to read and share our messages
- (8) **Reaching out to youth** through appropriate use of social media, beginning with a network of trainees who will act as multipliers among young people who have an interest in the future of Europe;
- (9) **Promotion of our social media presence at every opportunity** by ensuring that Twitter accounts, web-sites and Facebook pages are mentioned in presentations, in publications and in our communications (e.g. e-mails).