



European
Commission

INFORMATION

TOOLS



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COMMUNICATION UNIT

www.ec.europa.eu/inforegio

regio-publication@ec.europa.eu

September
2015

Regional and
Urban Policy

INFORMATION TOOLS

PRODUCED BY
Directorate-General for
Regional and Urban Policy

Identifying how EU structural and investment funds can be better geared towards creating jobs and growth.

Protecting the EU budget from fraud by verifying that regional funds are spent according to the rules.

Continuously monitoring the effectiveness of spending programmes to create regional growth.

Identifying how the EU Structural and Investment Funds can help establish a European Energy Union and complete the digital single market.



Corina Crețu

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<https://www.flickr.com/photos/euregional/>

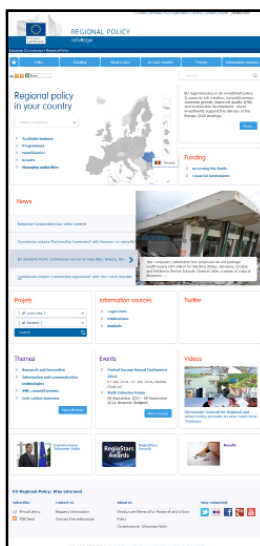
How to order publications?

Send an email to: regio-publication@ec.europa.eu

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INFOREGIO WEBSITE



INFOREGIO WEBSITE

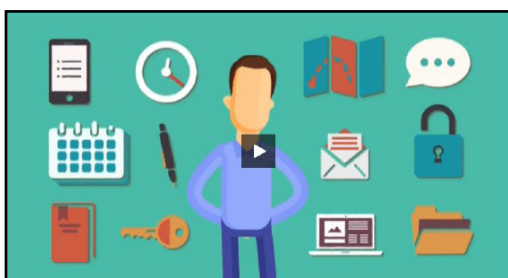
http://ec.europa.eu/regional_policy/index_en.cfm

Available in all EU languages.

REGIOFLASH

(Register on <https://www.inforegiodoc.eu> to receive regularly the latest EU Regional policy news)

COHESION POLICY 2014-2020



A 3-MINUTE VIDEO

Every year the EU invests millions of Euro in job creation and economic growth, to help reduce social and economic differences between its regions. This short video will tell you more on how these EU investments can improve citizens' everyday lives by stimulating economic growth in their region.

Available in all EU languages.

http://ec.europa.eu/regional_policy/videos/video-details.cfm?vid=1482&LAN=en



FOLDER

An introduction to EU Cohesion Policy

A B5 leaflet folded in 8 (25 x 17.8 cm).

In a few words: what is Cohesion Policy?, What are the key achievements?, How does it work?, What are the priorities?, Who benefits?, Cohesion Policy through time. Eligibility map.

Available on line in all EU languages.

Catalogue nr: KN-04-14-378--C

<http://europa.eu/!VK47kB>



FACTSHEETS

'EU Regional Policy: Challenges Ahead'

This general presentations outlines the aims and implementing actions for the future of Cohesion Policy over the next funding period, and beyond.

Available in English.
<http://europa.eu/!Ng74pv>



LEAFLET

'The European Union explained: Regional policy'

This 16-pages publication is part of a series that explains what the EU does in different policy areas, why the EU is involved and what the results are.

Available in EN

<http://europa.eu/!VP97qF>



Country factsheet: 'Cohesion Policy and...'

These country-specific factsheets highlights results that have been achieved so far and refers to selected projects from the 2007-2013 period. Looking ahead, it also contains information about the distribution of funding and the main investment priorities for the period of 2014-2020.

Available in EN version and the language(s) of the country concerned

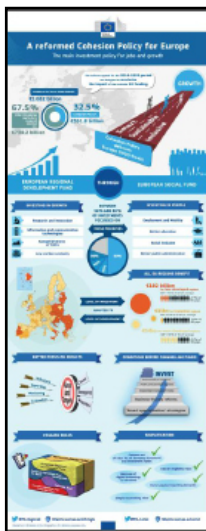
<http://europa.eu/!HR77pv>



A set of 10 thematic factsheets highlighting key elements of the new approach.

Research and Innovation
 Information and Communication Technologies
 Enhancing the competitiveness of SMEs
 Supporting the shift towards a low-carbon economy
 Integrated Sustainable Urban Development
 Research Innovation Strategies for Smart Specialisation
 Community-led Local Development
 Financial Instruments in Cohesion Policy 2014-2020
 Information and communication rules 2014-2020
 Integrated Territorial Investment
 Available in all EU languages

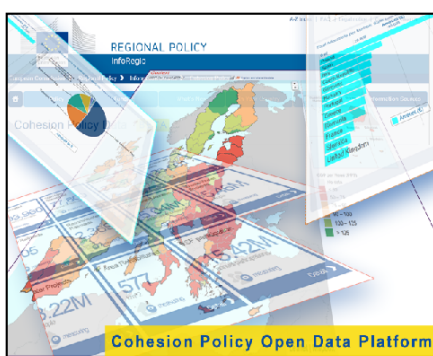
<http://europa.eu/!HR77pv>



INFOGRAPHIC

Reformed cohesion policy at a glance
Available in all EU languages.

<http://europa.eu/!fg79BH>

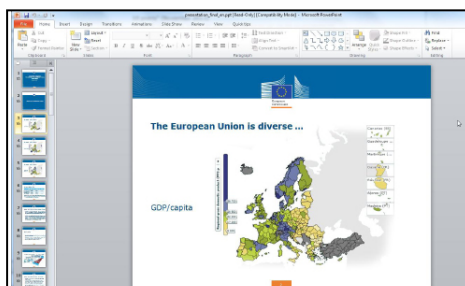


OPEN DATA PLAFORM

This platform provides information about the results achieved in each Member States, based on the reports submitted to the Commission by the national authorities.

EN only.

<https://cohesiondata.ec.europa.eu/>



POWER POINT PRESENTATION

This 39-page PPT is designed as a support document.

Available in all EU languages.

<http://europa.eu/!NB84Xw>



Challenges for the New Cohesion Policy (February 2014)

In the context of a conference on the challenges for the reformed cohesion policy 2014–2020 in February 2015 in Riga, The Latvian Presidency of the EU, together with DG REGIO and the Regional Studies produced an abstract book. This conference aims at bringing together the academic and policy worlds to take stock of the challenges and opportunities for cohesion policy in 2014–2020. The discussions will be around 5 thematic blocks: economic geography and cohesion policy, institutions and governance, performance and results, instruments, EU economic governance.

IMPACT & RESULTS OF COHESION POLICY

REPORTS



Sixth Report on Economic, Social and Territorial Cohesion (July 2014, 298 pages)

Looking ahead to 2014-2020, the report outlines how investments will be focused on key areas like energy efficiency, employment, social inclusion and SMEs to get the most of the investments to the benefit of citizens.

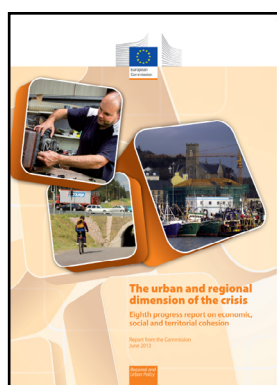
The Report analyses the state of cohesion of the Union and highlights the challenges faced by national, regional and local authorities in overcoming the impact of the financial and economic crisis. In particular it finds that Cohesion Policy has cushioned the dramatic decline of public investment, injecting much needed investment resources in many Member States and creating vital financial stability which serves to attract private investment.

Available on-line and in printed copies in EN/FR/DE

Available in all other EU languages soon

Catalogue nr: KN-02-14-064-EN-C

http://ec.europa.eu/regional_policy/sources/docoffic/official/reports/cohesion6/6cr_en.pdf



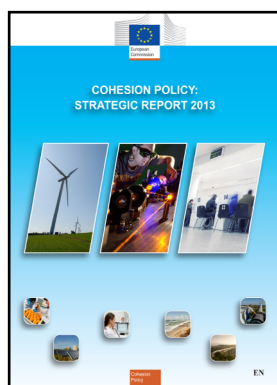
Eighth progress report on economic, social and territorial cohesion (June 2013, 40 pages)

This report highlights the crisis-induced changes that will affect the context and priorities of the new programmes. The report first sets the scene with an overview of the main developments at national level. It then looks at the impact of the crisis on regions and cities and the growing disparities. Finally, it outlines how the changed economic environment will affect the future Cohesion programmes and underlines the need for a strong thematic concentration.

Available on-line and in printed copies in 22 languages

Catalogue nr : KN-02-13-224-EN-C

<http://europa.eu/!Nd67dM>



Strategic report 2013 on programme implementation 2007-2013 (April 2013, 24 pages)

This report provides the second strategic overview of the implementation of the 2007-2013 cohesion policy programmes which are due to end in 2015.. This report summarises the 27 strategic reports presented by the Member States at the end of 2012.

Available on line in FR/EN/DE

http://ec.europa.eu/regional_policy/index.cfm/en/policy/how/stages-step-by-step/strategic-report/

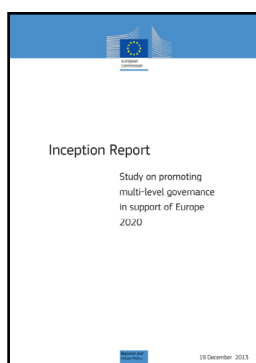
EVALUATION (EN ONLY)



Financing the energy renovation of buildings with Cohesion Policy funding - (February 2014)

The guide informs managing authorities about the European requirements on buildings and energy efficiency, provides a list of good practice approaches and case studies, and explores the different financing mechanisms that managing authorities can use to support sustainable energy projects with the aim to launch large scale investments in the energy renovation of buildings and to attract greater levels of private-sector investments.

<http://europa.eu/wd63VX>



Promoting multi-level governance in support of Europe 2020 (December 2013)

The main purpose of the study is to identify and document the processes and success factors leading to strong, high quality political and administrative partnerships across levels of governance, primarily between municipal, regional and national public authorities and including relevant political powers and to test the transfer of lessons learned. Four case studies in each of the two policy fields of "promoting energy efficiency policies" and "social inclusion in an urban context" will provide the basis for networking and transfer to 8 other partnerships in each policy field.

<http://europa.eu/cx47uk>



Evaluation of the main achievements of Cohesion Policy programmes and projects over the longer term in 15 selected regions (from 1989-1993 programming period to the present) (September 2013, 143 pages)

The evaluation scope covers not only ERDF regional programmes but also any national programme implemented in the region as well as, only for Cohesion Countries, relevant Cohesion Fund projects. It aims to feed the debate about the effectiveness of the policy with empirical evidence on what has actually happened on the ground in cohesion policy over successive programming periods.

<http://europa.eu/Cx69JW>



Analysis on the Cohesion Policy Performance (January 2013, 104 pages)

The reports look at the physical and financial performance of the operational programmes and analyses evidence coming from evaluations undertaken in the Member States. The main findings are summarized in a **synthesis report**.

Available only in EN

<http://europa.eu/gC89cV>

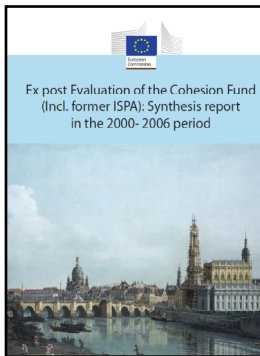


Ex-post Evaluation of Cohesion Policy programmes 2000-2006 co-funded by ERDF (April 2010, 176 pages)

On 19 April 2010 the Commission presented a synthesis report which wraps up the main findings of the ERDF evaluation. The report shows that € 123 billion invested through the ERDF between 2000 and 2006, has had a significant impact on the regions across the EU.

Available in EN only

http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/synthesis_eval2000_2006.pdf

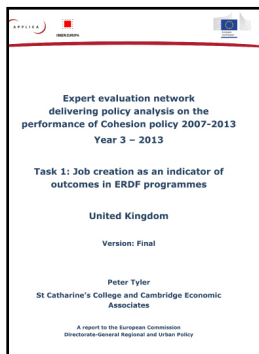


Ex-post Evaluation of the Cohesion Fund: Synthesis Report in the 2000-2006 period

The present report synthesises the results of the ex post evaluation of interventions co-financed by the Cohesion Fund and the former Instrument for Structural Policies for Pre-accession (ISPA) for the period 2000-2006 in 16 countries. (July 2012, 92 pages)

Available in EN only

http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/expost2006/wpe_synth_rep.pdf



Policy Papers

Available in all languages

http://ec.europa.eu/regional_policy/information/evaluations/index_en.cfm#1

ANALYTICAL PAPERS (EN Only)



REGIONAL FOCUS

"Regional Focus" is a series of relatively short papers on a specific theme prepared by the Directorate General for Regional Policy.

n° 01/2015: The Europe 2020 Index: The progress Of EU Countries, Regions and Cities to the 2020 targets

n° 01/2013: Measuring accessibility to passenger flights in Europe: Towards harmonised indicators at the regional level

n° 02/2012: What are counterfactual impact evaluations teaching us about enterprise and innovation support?

n° 01/2012: Cities in Europe: The new OECD-EC definition.

Available in EN only

<http://europa.eu/WG87bg>



WORKING PAPERS

"Working Papers" is a series of short papers on original research and indicators produced by the Directorate General for Regional Policy.

http://ec.europa.eu/regional_policy/information/focus/index_en.cfm

N°02/2015: Econometric assessments of Cohesion Policy growth effects: How to make them more relevant for policy makers?

N°01/2015: Measuring access to public transport in European cities

N°02/2014: Regionalisation of SAMs and Trade Flows in the RHOMOLO model

N°01/2014: A harmonised definition of cities and rural areas: the new degree of urbanisation

N°01/2013: RHOMOLO: A Dynamic Spatial General Equilibrium Model for Assessing the Impact of Cohesion Policy

N°02/2012: The Role of International Transfers in Public Investment in CESEE: The European Commission's experience with Structural Funds

N°01/2012: Regional Governance Matters : A Study on Regional Variation in Quality of Government within the EU

N°02/2011: A nex European Regional Competitiveness Index: Theory, Methods and Findings

N°01/2011: Estimating the capital stock for the NUTS 2 regions of the EU-27

Available in EN only

Additional reports, evaluations and studies available at:

<http://europa.eu/!RD74NW>

EUROPE 2020 STRATEGY

The Europe 2020 strategy is built on the three objectives of smart, sustainable and inclusive growth to be implemented as 'three mutually reinforcing priorities'. In order to deliver on these goals and provide a response to the economic and financial crisis, it is of utmost importance that all involved actors connect these areas of action, involving all relevant stakeholders, developing synergies and boosting the added-value of public investments.

SPECIAL SUPPORT INSTRUMENTS



Enabling synergies between European Structural and Investment Funds, Horizon 2020 and other research, innovation and competitiveness-related Union programmes (June 2013, 125 pages)

A guide to the regulations that lay down the rules for the European Structural and Investment Funds (ESIF), Horizon 2020, and other EU programmes directly managed by the Commission in the areas of research, innovation and competitiveness.

Available on-line and in printed copies in EN, FR, DE, ES, PL

<http://europa.eu/!rt86Xp>



Guide to High-Speed Broadband Investment (October 2014)

The broadband investment guide will help local, regional and national authorities to develop long-term development plans to bring fast internet to their communities. The handbook gives practical tips to support public authorities in the preparation of broadband investment projects, including those co-financed from the European Structural and Investment Funds and the Connecting Europe Facility.

<http://europa.eu/!wU64HY>



Smart specialisation and Europe's growth agenda (April 2014)

This brochure provides a brief overview of how these strategies and processes can be developed, and perspectives from political leaders at the EU, national and regional levels on its importance for enhancing competitiveness and stimulating growth.

Catalogue n° KN-04-14-366-EN-C

Available in EN only

<http://europa.eu/!rV96Mu>



Setting up, managing and evaluating EU Science And Technology Parks - An advice and guidance report on good practice (May 2014)

Science and technology park (STP) activity across the EU has approximately doubled over the last 11-12 years, driven by the growth of the longer standing parks and the emergence of new parks. There is now an estimated 366 STPs in the EU member states that manage about 28 million m2 of completed building floor space hosting circa 40,000 organisations that employ approximately 750,000 people, mostly in high value added jobs. In the period from 2000 – 2012 total capital investment into EU's STPs has been circa €11.7 billion (central estimate)

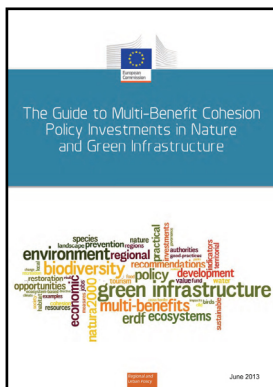
Available in EN only
<http://europa.eu/!PW38fg>



Regional policy for smart growth of SMEs - Guide for Managing Authorities and bodies in charge of the development and implementation of Research and Innovation Strategies for Smart Specialisation - (October 2013)

The purpose of this guide is to extract policy lessons from the past decades of Structural Fund, national and regional support for SMEs into a comprehensive guide with the aim to help ERDF managing authorities and regional penholders of any RIS³ design a policy mix that supports enterprises in maximising the objectives and opportunities of a RIS³.

Available in EN only
<http://europa.eu/!Wr78vV>



The Guide to Multi-Benefit Cohesion Policy Investments in Nature and Green Infrastructure (June 2013, 126 pages)

This guide underlines the crucial interconnections which exist between nature, society and the economy. In particular it shows that investments in nature, biodiversity and green infrastructure are relevant for cohesion policy. Further, it emphasises how investments of the ERDF and Cohesion Fund in nature and green infrastructure can actually contribute to several policy objectives and deliver multiple benefits.

<http://europa.eu/!yV34Wf>



Guide to Social Innovation (February 2013, 72 pages)

DGs REGIO and EMPL have together produced a “Guide to Social Innovation”. The guide describes how many pre-existing European Union initiatives, from the Digital Agenda to the Structural Funds, are working towards this end, and provides many good examples of relevant co-funded projects, as well as placing them in the context of the Europe 2020 strategy. Detailed practical tips are provided for regional public authorities as to how to foster and enable social innovation, and how to embed social aims within other policies. These are then summarised in a handy ten step guide at the end of the publication.

<http://europa.eu/!rJ86MD>

PROJECTS



RegioStars Award 2015, Presentation of the 17 finalists (October 2015, 44 pages)

The aim of this brochure is to highlight Europe's most inspirational and innovative regional projects

<http://europa.eu/!Dh64wb>



Investing in our Regions – 150 examples of projects co-funded by European Regional Policy (February 2010, 348 pages)

This book illustrates through 150 projects how the ERDF and the Cohesion Fund are being used successfully by our regions and countries.

Catalogue nr: KN-32-09-150-EN-C

Available on-line and in printed copies : EN, FR, DE

<http://europa.eu/!Yt77pt>

LOOKING FOR PROJECTS CO-FUNDED BY REGIONAL POLICY IN YOUR REGION?

Hundreds of thousands of projects throughout the EU have benefited from investment from regional policy over the years.

Take a look through our database to discover some examples of the wide range of projects which have received support. This database will also aim to list all of the 'major projects' (those worth over €50 million) being implemented between 2007 and 2013.

http://ec.europa.eu/regional_policy/index.cfm/en/projects/

EUROPEAN TERRITORIAL COOPERATION



European Territorial Cooperation – An historical perspective (2011, 172 pages)

2015 marks the 25th anniversary of Interreg, the European Union instrument to promote cross-border, trans-national and interregional cooperation. Interreg as a financial instrument was introduced in 1990 primarily to compensate for the introduction of the Single Market and soften the blow for border regions, which, everyone thought, would suffer most from the abolition of economic borders. Much has been achieved by the Interreg community since then. This publication seeks to provide a key to understanding the complexity, richness and diversity of the examples of territorial cooperation in Europe and illustrating their role in the process of European integration.

Available on-line and in printed copies in EN/FR/DE
Catalogue nr: KN-04-15-502-FR-C

<http://europa.eu/!YT76ph>



*** European Territorial Cooperation – Building bridges between people (2011, 152 pages)**

This book give an insight into how cooperation, including the European groupings for territorial cooperation and the EU macro-regional strategies, currently works, and what the future may hold. It brings you stories about people from all over Europe who either have benefited from, or are somehow connected to, cooperation.

Available on-line and in printed copies in EN/FR/DE
Catalogue nr: KN-32-11-828-EN-C

<http://europa.eu/!MB78db>

EU STRATEGY FOR THE ADRIATIC AND IONIAN REGION



For a prosperous and integrated Adriatic And Ionian region (June 2014, 12 pages)

Available in EN, IT, EL, SL, HR, SR, BS, SQ, SR-ME
Catalogue n° KN-01-14-621-EN-C

<http://europa.eu/!pM69hM>

URBAN POLICY

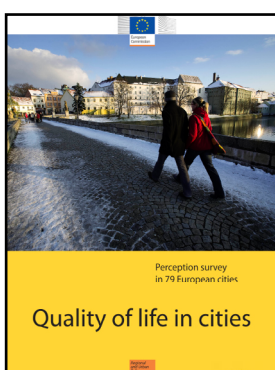


Urban Development in the EU: 50 Projects supported by the European Regional Development Fund during the 2007-13 period (March 2013)

The Commission has published a study on European Regional Development Fund projects aiming at improving the standards of living and working in Europe's cities. 'Urban development in the EU' presents 50 projects which received ERDF investment and offers an information package for selected cities, with detailed information on projects and results there. The study gathers a range of good urban practice, and is a 'state of play' in how the cities have put local urban policies into action with ERDF investment from 2007-13.

Available on-line and in printed copies in EN
Catalogue nr: KN-31-13-689-EN-C

<http://europa.eu/!bx86JM>

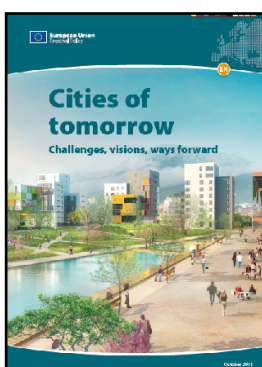


Quality of life in cities; Perception survey in 79 European cities (October 2013, 151 pages)

New edition of a unique survey conducted since 2004 on how citizens perceive quality of life in their home cities. For this survey, 41.000 people have been interviewed in 79 cities and 4 urban agglomerations. The results reveal the strengths of some cities and the difficulties encountered by others. There are still wide disparities between cities and even countries on how their inhabitants view the quality of life in certain areas. Some negative developments point to the impact of the economic crisis on people's well-being and on cities' financial resources.

Available on-line and in printed copies in EN
Catalogue nr: KN-03-13-433-EN-C

<http://europa.eu/!MW49Ry>



Cities of Tomorrow – Challenges, visions, ways forward (October 2011, 116 pages)

The 'Cities of tomorrow' reflection process will provide inspiration for policymakers and practitioners involved in urban development, whether at local, regional, national or European level.

Available on-line and in printed copies in EN, FR, DE, ES, PL, PT, JA, ZH
Summary and conclusions available on-line in 22 languages
Catalogue n°KN-31-289-...-C

<http://europa.eu/!Cy86JP>

PANORAMA MAGAZINE



No. 54 - Autumn 2015: Powering the Energy Union

Four times a year, the magazine discusses the highlights of regional policy news and offers a report on a key issue with articles, testimonials, maps, examples of best practices & project presentations (40 pages)

http://ec.europa.eu/regional_policy/information/panorama/index_en.cfm



No. 53. - Summer 2015: Europe Goes Digital



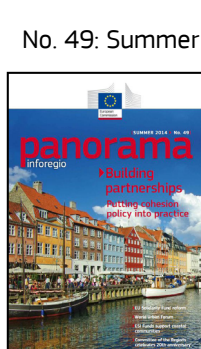
No. 52. - Spring 2015 – Lending a hand to deliver Cohesion Policy



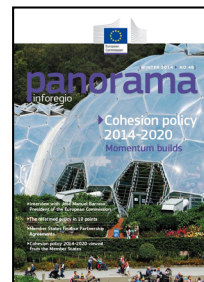
No. 51: Winter 2014 - The new Commission takes office



No. 50: Autumn 2014 - Towards Innovation and Green Growth



No. 49: Summer 2014 - Building Partnerships



No. 48: Cohesion Policy 2014-2020

OTHER PUBLICATIONS



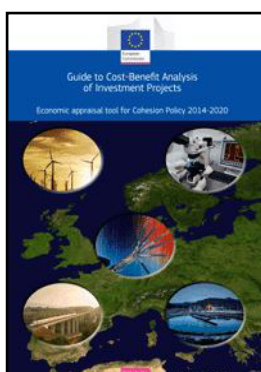
Guidance For Beneficiaries (December 2014, 50

This new guide explains how to effectively access and use the European Structural and Investment Funds and on how to exploit complementarities with other instruments of relevant Union policies.

The links provided throughout the document will allow potential beneficiaries to find their way in the maze of material available online, leading them to the most immediate and useful websites and documents. An online check-list is also available to help potential beneficiaries identify the most appropriate funding sources.

Catalogue No: KN-04-14-976-EN-N

<http://europa.eu/!yt67kT>



Guide to Cost-benefit Analysis (December 2014, 340 pages)

The Commission with help of consultants and JASPERS prepared an updated Guide to Cost-Benefit Analysis that is obligatory for all major projects submitted to ESIF 2014-2020. The CBA guide builds on vast experience gained in the preparation and appraisal of major projects in the programming period 2007-2013, and aims to provide practical recommendations and case studies for the authorities involved in major projects and for all consultants preparing the project documentation.

Catalogue No: KN-02-13-782-EN-C

<http://europa.eu/!bQ66WF>

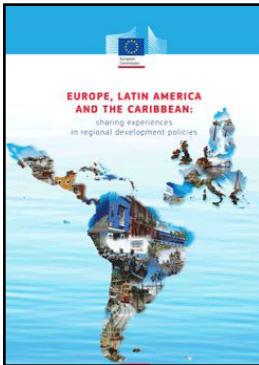


A sustainable way of achieving EU economic and social objectives (ESIF)

Financial instruments co-funded by the European Structural and Investment Funds are a sustainable and efficient way to invest in the growth and development of people and businesses in the EU Member States and regions. They support a broad range of development objectives to the benefit of a wide range of recipients, with the potential for funds to be reused for further investments.

<https://www.fi-compass.eu/publication/factsheet-sustainable-way-achieving-eu-economic-and-social-objectives-esif>

INTERNATIONAL COOPERATION



Europe, Latin America and the Caribbean : sharing experiences in regional development policies (2015, 25 pages)

This brochure explores the work of the Latin American Network of Public Policies on Regional Development, which was established, with EU support, bringing together 17 countries to exchange experience and best practices.

Available on-line and in printed copies in EN, ES, PT
Catalogue N°: KN-04-15-331-EN-C

http://ec.europa.eu/regional_policy/sources/cooperate/international/pdf/eu_celac_en.pdf



Regional Policy in China and the EU – A comparative perspective (2015, 44 pages)

This brochure celebrates 40 years of EU-China relations and reviews the past ten years of cooperation, exchanges and joint studies in the field of Regional Policy

Available on-line and in printed copies in EN, ZH
Catalogue N°: KN-32-11-891-A5-C

http://ec.europa.eu/regional_policy/en/policy/cooperation/international/china/



*** Sustainable and integrated urban development in Latin American and Caribbean cities – URBELAC Network (February 2012 – 32p.)**

The project presented in this brochure consists of a cities network, developed in collaboration with the European Commission, in order to promote the exchange of experiences among peer cities.

Available on-line and in printed copies in EN /PT and ES
Catalogue N°: KN-32-12-061-EN-C

<http://bookshop.europa.eu/en/sustainable-and-integrated-urban-development-in-latin-american-and-caribbean-cities-pbKN3212061/?CatalogCategoryID=dxsKABstHxwAAAEjWZEY4e5L>



European Regional Policy, an inspiration for countries outside the EU? (November 2009, 16 pages)

The European Union's Regional Policy has developed and been refined over recent decades to meet a wide range of goals. This brochure gives a brief insight into the main aspects of the Union's Regional Policy and explores how this experience can be shared with regions outside the EU. Sharing solutions to global challenges benefits both the EU and its neighbours.

Available on-line and in printed copies in EN, ES, FR, HY, MO, PT, RU, UK, ZH

YOUTH



Comic book 'partners' (2014)

'Partners' which aims at presenting Regional and Urban Policy through six stories designed to appeal to a young audience. The themes covered in this album are Research & Innovation, Urban Development, Environment, Support to SMEs, Social Inclusion, ICT, Cooperation between regions, Transport, Solidarity between regions in case of natural disasters, etc. These slices of life and stories of men and women were inspired by real EU-funded projects that illustrate the European Union's contribution to reducing differences in standards of living and supporting the regions in their development.

Available in EN, FR, DE, ET, IT, NL, PL, PT, FI, SL

Catalogue n° KN-04-14-052-C

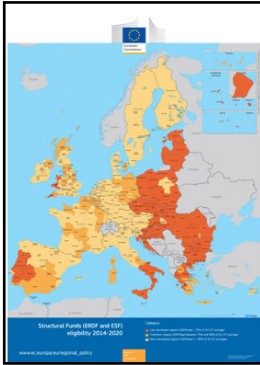


EU TRAVEL BOOK (2013)

The Travel Book is a multilingual and fun tool (700 stickers) - it's about Europe (flags, countries, capitals, rivers etc.) and you can learn more about the role of the European Union. The pages for the Member States include links to websites, including Representation. Last but not least, the introduction and the text on EU diversity are both available in all 24 languages.

Catalogue n° KN-32-13-283-D5-C

POSTERS (FORMAT A1)



* Structural Funds 2014-2020

Poster of the eligible areas for 2014-2020 (January 2014)

Catalogue N°: KN-01-13-867-EN-C



Poster for each Member State

Poster showing three projects co-funded by the ERDF. (2007-2013)

Poster available in the language(s) of each Member State



"Europe in my Region" Photo Competition

Poster photo competition

The challenge: to photograph an EU project, featuring alongside it the acknowledgment of the EU funds invested – for example, on a billboard or plaque.

Available in EN only



*** Poster 'Europe and your region, working together with you'**

Poster showing one example of emblematic projects co-funded by the ERDF in each of the Member State

Available in EN & FR



*** poster 'Régions Ultrapériphériques de l'UE'**



*** poster 'European Territorial Cooperation - Building bridges between people'**

Available in EN

http://ec.europa.eu/regional_policy/information/posters/index_en.cfm

VIDEOS

http://ec.europa.eu/regional_policy/videos/index.cfm?LAN=EN



Have a look at our latest video on Smart Specialisation!

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COHESION POLICY ELIGIBILITY 2014-2020

