



Strategic Plan 2020-2024

DG MOVE

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INTRODUCTION

The Strategic Plan defines DG MOVE's overall strategy under this Commission. It explains how DG MOVE, under the direction of Commissioner Vălean, contributes to the Commission's overarching goals (General Objectives) as defined in President von der Leyen's six headline ambitions over the period 2020-2024. It does so by setting specific objectives and indicators to allow the DG's performance to be tracked against set targets. Part 1 describes in detail how DG MOVE delivers on the Commission's priorities, while Part 2 describes the efforts undertaken by DG MOVE to modernise its way of working and to make the most efficient and effective use of resources.

Transport is key to the quality of our lives, to the resilience and competitiveness of our economies. It delivers freedom for people, services and goods to move unhindered within our Union. Yet, in 2017¹ transport accounted for almost a quarter of all EU greenhouse gas emissions (road transport alone is 20%) and was the only economic sector whose greenhouse gas emissions were higher than in 1990 despite the mitigation efforts already undertaken. It is also a major contributor to air pollution and noise, and has significant effects on our oceans, rivers and lakes. At the same time, digitalisation, automation, the emergence of shared, collaborative economy, innovative mobility platforms as well as sustainable alternative fuels are all disruptive trends challenging the current mobility and transport landscape, while also offering great possibilities for its enhancement.

In this context, President von der Leyen tasked Commissioner Vălean in her mission letter to ensure that we have a transport sector fit for a clean, digital and modern economy. The transport sector will have an important contribution to make in harnessing the potential of the twin climate and digital transitions as highlighted respectively by the European Green Deal and Shaping Europe's digital future Communications.

In the meantime, however, transport has become one of the sectors most hit by the COVID-19 pandemic, driven by the massive negative demand shocks induced by necessary containment and mitigation measures. The crisis has manifested in supply chain disruptions, steep reductions in foreign and domestic tourism, and overall reduced connectivity and transport activity across Europe. The situation has resulted in immense operational and financial difficulties for many businesses active in the transport sector, many of them SMEs.

Our policies need therefore to help the sector recover from the crisis while meeting the objectives of the European Green Deal by making mobility more sustainable and smarter to boost the overall performance and competitiveness of the EU economy. We also need to reshape the sector by making it more resilient to future shocks such as pandemic crises, and to ensure its viability under any circumstances especially to secure uninterrupted flows of goods and personnel. A holistic approach should help us achieve a competitive and

¹ Latest data from Eurostat, https://ec.europa.eu/eurostat/statistics-explained/index.php/Greenhouse_gas_emission_statistics

sustainable transport system that is also modern, safe, secure, affordable, and offers strong connectivity to Europeans. Against this background, DG MOVE is planning to come forward with a comprehensive Strategy on Sustainable and Smart Mobility, which should guide the policy work under the current mandate and beyond.

PART 1. Delivering on the Commission's priorities

A. Mission statement

The Directorate-General for Mobility and Transport (DG MOVE) is in charge of developing mobility and transport policies for the European Union.

We work in an environment where the demand for efficient transport has traditionally grown as our economies and societies have become more integrated until the COVID-19 crisis reversed this trend and threatened connectivity. European transport continues to change also as new considerations such as environment, climate neutrality and digital connection impinge upon it.

We endeavour to ensure that the **transport sector offers services that are attractive for users, workers and business**. This means clear rules, reliable funding, innovation and development and business opportunities both in the EU and beyond. **Transport should be sustainable, efficient, safe, affordable and accessible** — for everyone. Through our work, we want to make transport something of which every European can be proud.

Transport will be a central part of the **European Green Deal**. We will contribute extensively to harnessing the potential of **the twin climate and digital transitions**. We want to deliver this vision working together closely with the European Parliament, the Council, all stakeholders and international partners.

B. Operating context

Under the political guidance of the College of Commissioners, in particular Executive Vice-President Frans Timmermans and Commissioner Adina Vălean, the Directorate-General for Mobility and Transport (DG MOVE) is in charge of developing transport and mobility policies for the European Union. We work with the College and other Commission services to deliver the priorities defined in President von der Leyen's political guidelines.



President von der Leyen and Commissioner Vălean

Our actions are based on the competences defined in the Treaty on the Functioning of the European Union, in particular on Title VI on Transport and Title XVI on Trans-European Networks. These competences range from shared to coordinating and complementary. DG MOVE serves to work together with the European co-legislators in a strong partnership in shaping the European Union for the future.

A truly integrated transport area extends from the local to the international level. The transport sector's business environment and its working conditions depend on the policies of the European Union, but also on actions taken by national, regional and local authorities. That is why, in addition to regulatory acts and funding, in full respect of the principle of subsidiarity we undertake many supportive and coordinating activities.

DG MOVE sees transport as a central part of the European Green Deal. We consider investment, innovation and a clear regulatory framework as core instruments driving change as the EU moves to decarbonise and digitalise its transport network to better serve the EU citizens, to protect the climate, to increase the competitiveness of the EU economy and ensure the functioning of the internal market as well as to maintain the EU's global influence. Issues and challenges associated require actions at the European and international level; no national government can successfully address them alone. DG MOVE works closely with the European Union Member States, the European Parliament, European industry, citizens, social partners and other stakeholders. We also work with our partners in international organisations, in particular in the International Civil Aviation Organization (ICAO) and the International Maritime Organization (IMO).

To reach the objectives set out by the College of Commissioners, DG MOVE cooperates closely with other DGs, Commission Services and the EEAS on a variety of horizontal issues. DG MOVE is assisted in its work by the expert input from several European Agencies and Joint Undertakings/new partnerships, which we oversee:

- European Aviation Safety Agency (**EASA**),
- European Maritime Safety Agency (**EMSA**),
- European Railway Agency (**ERA**),
- Innovation and Networks Executive Agency (**INEA**),
- **SESAR** (Single European Sky ATM Research) Joint Undertaking and the **Shift2Rail** Joint Undertaking.

DG MOVE has also built a strong partnership with EUROCONTROL and is represented on the management board of the Fuel Cells and Hydrogen Joint Undertaking.

The DG carries out its tasks in many different ways. We develop strategic policies for the transport sector in line with the political priorities set out by the Commission; we monitor the implementation of existing EU law and make new legislative proposals; we encourage the exchange of best practices and co-finance infrastructure under the Connecting Europe Facility (CEF). Our work also includes financial support programmes for research and innovation projects under Horizon Europe and the monitoring of developments in research which provide feedback to inform policy development. We further promote policies internationally and provide information to the public as well as to stakeholders. The budget under the responsibility of the DG is implemented by both direct and indirect management. The spending programmes are mainly managed by the Innovation and Networks Executive Agency (INEA).

As part of our strategic vision for the years 2020-2024, we account for the fact that the EU economy and society have been severely hit by the Coronavirus. Mobility and transport are

among the sectors hit the hardest. DG MOVE was at the forefront of delivering fast relief measures. Transport and mobility also hold keys to a swift economic and social recovery and to building up resilience.

DG MOVE has been actively participating in the Commission's preparatory work for the withdrawal of the United Kingdom from the EU. It will continue to be actively involved in the negotiations on future partnership between the EU and the UK.

C. Strategy

In our quest to ensure that European transport is sustainable, safe, smart, reliable, efficient and affordable, DG MOVE contributes to five of the six Commission headline ambitions set out by President von der Leyen in her Political Guidelines:

- A European Green Deal
- A Europe fit for the digital age
- An economy that works for people
- A stronger Europe in the world
- Promoting our European way of life

For each of these priorities, hereinafter referred to as General Objectives, DG MOVE has one or more Specific Objectives that guide our efforts.

An overview of the intervention logic for the Commission actions in the area of transport is presented below.

A European Green Deal

- Specific Objective 1: A sustainable transport area that reduces transport impact on the environment, provides healthier and cleaner alternatives to mobility and increases the uptake of sustainable alternative transport fuels for land, waterborne and air both in the EU and globally

A Europe fit for the digital age

- Specific Objective 2: A smart and innovative transport sector that makes the most of digitalisation and automation, supported by adequate funding

An economy that works for people

- Specific Objective 3.1: A fully integrated and connected Trans-European Transport network with appropriate funding for a robust and modern European transport infrastructure with fully restored connectivity
- Specific Objective 3.2: An efficient and accessible internal market for transport that drives economic recovery and is governed by clear rules that are applied and enforced consistently

A stronger Europe in the world

- Specific Objective 4: A European Union that acts united in cooperation with key partners and neighbours to improve connectivity links, open-up new market opportunities and promote high safety and security standards

Promoting our European way of life

- Specific Objective 5: High levels of transport safety and security are ensured and new security and safety challenges are addressed

The intervention logic demonstrating the contribution of each of the DG MOVE Specific Objectives to the Commission General Objectives is set out in more detail below. In the Annex to the Strategic plan, impact indicators illustrate DG MOVE's contribution to the Commission General Objectives and result indicators are used to measure progress towards implementing the DG Specific Objectives serving this broader agenda.

In practice, many of DG MOVE actions will contribute to more than one Specific or General Objective at once. As an example, modernising and extending EU transport infrastructure and making it ready for an alternative fuels base will contribute to reducing emissions under the European Green Deal. It will also contribute to making the economy work for people by ensuring better connectivity, as well as to making Europe fit for the digital age by speeding up digitalisation. The Sustainable and smart mobility strategy will provide overall guidance for the radical reduction of greenhouse gas emissions from transport, reducing the footprint on the environment and on the health of our citizens in general, in the period up to 2050. More specifically, it will accelerate the shift towards more sustainable mobility.

DG MOVE will continue to give high priority to implementing the Better Regulation agenda of the Commission so as to make sure that existing and future transport policies are fit for purpose, evidence-based and help reducing unnecessary costs. In all our activities, we make sure to involve and consult stakeholders early on in the preparation and implementation of policy or legislative initiatives, in application of the Commission's Better Regulation guiding principles. We promote the implementation and enforcement of EU law and the transport acquis by Member States. It also remains for the European Parliament and Council to decide on the Commission's proposals and primarily for the Member States to implement them.

However, the implementation of the Strategic Plan and the yearly Management Plan, in particular the achievement of objectives and progress under each indicator also widely depend on external factors beyond the Commission's direct control, such as the broader economic situation and international interventions, as demonstrated by the COVID-19 crisis.

In the beginning of the year 2020, short after the von der Leyen Commission took office, an unprecedented global health crisis hit the world and Europe. The COVID-19 crisis identified societies' vulnerabilities. However, at the same time European people experienced the value of taking common action at European level, including in transport. During the peak of the crisis, DG MOVE made an important contribution to alleviating the crisis' impact on EU citizens and businesses. Initiatives such as the Green Lane border crossing points, the suspension of the airport slot requirements, and the creation of an information-sharing platform between Member States have contributed to the continuous flow of goods and the functionality of our Single Market.

As it is likely that the consequences of the COVID-19 crisis will resound throughout the transport sector for several years, we will continue to deliver. **DG MOVE will work to ensure that transport policy contributes to the economic recovery and to re-establishment of connectivity for the people, with a focus on sustainability and digitisation.** Now is the time for our European Union to get back on its feet and move forward together to repair damage from the crisis and prepare a better future. Our generational challenges – especially the twin green and digital transitions – are even more important now than before the crisis started. It will be necessary to develop longer-term recovery measures and measures to strengthen the sector in its resilience against similar crises. DG MOVE will work to guide and build a more sustainable, resilient and fairer Europe for the next generation. Together we will work hard to strengthen our Single Market and do our utmost to make sure that solidarity, cohesion and convergence will drive Europe's recovery.

General objective 1: A European Green Deal

As Europe moves towards reducing detrimental impact on the environment, transport encompasses multiple opportunities to contribute fundamentally to these efforts. We see merit in the transport sector's reduction of carbon emissions and pollution while ensuring inclusive mobility. This is a significant challenge, but also a huge opportunity for the EU.

Striving for carbon neutrality will make European transport fit for the future while meeting people's and businesses' transport needs. By harnessing the potential of the climate, pollution and digital transitions, we will make transport more sustainable, more attractive, more competitive and resilient for our future.

When taking on this task, DG MOVE will be guided by the Communication on the European Green Deal by Executive Vice-President Frans Timmermans² and the **comprehensive strategy for sustainable and smart mobility** that will be presented by Commissioner for Transport Adina Vălean in 2020. We will notably focus on increasing the uptake of sustainable alternative transport fuels for land, waterborne and air transport and the promotion of short sea shipping, inland navigation and rail.

Through a sustainable transport area that reduces transport impact on the environment, provides healthier and cleaner alternatives to mobility and increases the uptake of sustainable alternative transport fuels for land, waterborne and air both in the EU and globally (Specific Objective 1), DG MOVE will contribute to the Commission's efforts to make Europe the first climate-neutral continent by 2050, including through the European Green Deal and with a view to pricing transport costs in accordance with an accurate reflection of social and environmental footprint.

We will also seek to use the European Green Deal as a motor for the recovery of the transport sector and strive to turn the COVID-19 crisis into an opportunity.

Specific objective 1: A sustainable transport area that reduces transport impact on the environment, provides healthier and cleaner alternatives to mobility and increases the uptake of sustainable alternative transport fuels for land, waterborne and air both in the EU and globally

Contributing to the Commission General Objective on the European Green Deal, DG MOVE will lead efforts to significantly reduce emissions from the transport sector by supporting the uptake of sustainable alternative fuels in all modes of transport, notably promoting the least polluting modes, and setting the right price signals by applying the user-pays and polluter-pays principles. We believe that a basket of transformative and complementary measures – including on behavioural change – will be needed to accelerate the uptake of sustainable and smart mobility. We will engage with all stakeholders involved to ensure that our actions take into account their needs and fully respect the social and economic dimensions of transport. We will promote the transition towards carbon-neutral transport in a way that is just and leaves no one behind.

² https://ec.europa.eu/info/publications/communication-european-green-deal_en

With its comprehensive '**Strategy on Sustainable and Smart Mobility**' the Commission will put forward ambitious measures to achieve sustainability and modernisation objectives while also contributing to the sector's recovery. DG MOVE will contribute significantly to the zero-emissions ambition, by focusing on mitigating the impact of all transport modes on our climate, people's health and natural environment, from emissions reductions to air, water and noise pollution. More specifically, it will accelerate the shift towards more sustainable mobility. As a matter of priority rail and inland waterways should carry a greater part of inland freight and greenhouse gas emissions from the transport sector should be reduced by 90 % by 2050. This is why we will **promote the uptake of sustainable alternative fuels across modes**. We will support the development of those fuels as scalable and financially viable alternatives in land, aviation and waterborne transport. We will also facilitate and invest with our different funding instruments in the deployment of alternative fuel infrastructure across the Union, in particular along the Trans-European Transport Network (TEN-T) to incentivise the uptake of sustainable alternative fuels in all modes. In line with the Commission's European Green Deal objective of having at least one million publicly accessible recharging and refuelling points in place by 2025, particular effort will be put on supporting the market deployment of such infrastructure through our different funding instruments and complementing efforts taken by Member States. The revision of the Alternative Fuels Infrastructure Directive - hand in hand with the revision of Regulation for the Trans-European Transport Network - will aim at making sure that transport legislation is fit for purpose and will contribute to seamless connectivity and clean mobility. The Connecting Europe Facility (CEF) work programme 2021-2023 will notably frontload a significant part of the CEF to support sustainable and smart transport infrastructure in line with the objectives of the European Green Deal, and will have a climate expenditure tracking rate of at least 80%.

In particular DG MOVE will lead efforts to boost the production and uptake of sustainable alternative fuels for both aviation and maritime. The **FuelEU Maritime** and **ReFuelEU Aviation** initiatives will aim to accelerate the achievement of low-emission, climate-neutral aviation, shipping and ports, by promoting the uptake of sustainable aviation and maritime fuels, sustainable alternative energy and power. They will complement the existing regulatory framework, which addresses infrastructure (Alternative Fuel Infrastructure Directive) and supply (Renewable Energy Directive), with specific demand-side measures.

With sustainability remaining a constant challenge and incentive for aviation development, we will deploy a basket of market and non-market measures, including furthering the European Emissions Trading System (ETS), pending adoption at ICAO, and committing to the smooth launch and implementation of **CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation)**. Also in aircraft technology and design as well as air traffic management and sustainable aviation fuels, we will strive to find the right balance between our need for climate change mitigation and reducing the environmental footprint – while at the same time maintaining connectivity, economic growth, international competitiveness and therefore affordability for the people. By presenting an amended proposal for a regulation on the Single European Sky as announced in the European Green Deal, we will seek to enhance **Air Traffic Management (ATM)** to facilitate optimum flights thereby minimising the ATM related GHG emissions..

We will also promote the **greening of ports**, as important growth hubs and clusters of activities, that can contribute not only to a sustainable transport sector, but also to greening the European industry or the energy sector. We will assess how **stricter emissions requirements** that are being introduced in **vehicle type approval legislation** can be applied and enforced throughout a vehicle's lifecycle in rules on roadworthiness testing.

We also need to ensure that both passengers and freight are transported in the cleanest and most efficient way possible. A cornerstone of our strategy will therefore be to **better integrate the different modes** and **facilitate multimodal transport and mobility**. This requires to further develop an infrastructure network that is fit for purpose, by being interoperable, allowing multimodal transport, supporting digitalisation of transport and making use of alternative modes of transport possible and efficient. By making transport operations more efficient, we will simultaneously lower the costs and boost the competitiveness of our transport sector and the wider industrial economy. Likewise, In order to support the integration of modes and the uptake of multimodal transport, DG MOVE will work towards the facilitation of **state aid for multimodal transport** and **EU co-financing of national operational support schemes**.

We will continue to promote intermodal transport operations and invest in relevant infrastructure. In line with the European Green Deal, the Commission will notably withdraw the current legislative proposal on the **Combined Transport Directive** and will make a new proposal in 2021 with a view to increasing the ambition and turn it into an effective tool to support multimodal freight operations involving rail and waterborne transport, including short-sea shipping. It will promote intermodal transport in a way that allows to substantially increase the use of more sustainable transport modes including rail, inland waterways and short sea shipping . An increased use of these modes will not only help us to curb carbon emissions and air pollution, but also to reduce congestion and make road transport safer.

We will strive to make **rail transport a more attractive** and competitive option for passenger travel as well as for freight operations. These ambitions include optimising rail capacity planning and management, especially across borders. Digitalisation and more harmonisation of operations will contribute to lower costs and increase reliability. We will also seek to make the inland waterway transport and short-sea shipping more attractive for **freight** transport.

We will also work closely with national, regional and local authorities and other stakeholders to promote and strengthen clean public and collective transport interconnected with active mobility (walking, cycling) as the backbone of **urban mobility**. We will encourage all stakeholders involved to more systematically



Urban mobility – riding a cargo bike

incorporate sustainability in their strategic mobility planning and strengthen the EU sustainable urban mobility planning approach. We will also support a wider uptake of Sustainable Urban Mobility Plans (SUMP) in all EU urban nodes of the core and comprehensive TEN-T networks, and make sure that mobility platforms such as Mobility-as-a-Service (MaaS) platforms reflect our sustainability objectives. The European Green Deal of December 2019 also requires a renewed approach to **sustainable urban mobility**. The evaluation of the 2013 Urban Mobility Package is planned to be finalised in the fourth quarter of 2020. The European Court of Auditors (ECA) concluded in its performance audit of the EU urban mobility policy and funding in March 2020 that no real progress at local level is possible without stronger involvement of Member States. DG MOVE will build on the evaluation findings and work towards addressing the points raised by the ECA.

A key instrument for promoting the use of cleaner fuels, vehicles and modes of transport are price incentives because they send clear market signals to transport users and operators. We want the price of transport to accurately reflect the social and environmental costs of transport and that these costs are borne by the users and polluters in line with the user- and polluter-pays principles. To that end, we will work closely with our colleagues from DG CLIMA on the **sensible integration of different transport sectors into the European Emissions Trading System (ETS)**. DG MOVE will contribute to the work on extending ETS to the maritime sector and reducing free allowances for airlines. We will also contribute to the Commission's work on reviewing energy taxation and ending fossil-fuel subsidies. During this work, we will continue to ensure that mobility remains affordable and accessible for everyone. For road transport, we will support co-legislators in their ambitious revision of the Eurovignette directive to further implement the user-/polluter-pays principle and incentivise the use of clean vehicles via the road charging system.

The transition towards a clean and sustainable transport system will be facilitated by a harmonised and mode-neutral **GHG emission accounting system** for transport services. This system, based on commonly recognised international standards, will allow for fair benchmarking of any transport operation thus enabling efficient emission-reducing measures of technological, design or behavioural nature in both the private and public sectors.

We will also continue to play a leading role in negotiations on global emission reduction in international fora, notably within ICAO, IMO, and the Inland Transport Committee (UNECE-ITC).

General objective 2: A Europe fit for the digital age

As automation and digitalisation play an increasing role in modern transport, we will support our transport sector to remain at the forefront of technological innovation for the benefit of all transport users. We want to enable all citizens (including workers) and businesses to make the most of the opportunities presented by the cooperative, connected and automated mobility solutions that will shape our transport systems for generations to come. Making transport smart will also help us to make transport safer, more sustainable, accessible and reliable. Digitalisation has also particular role in play in reducing the administrative burden, both for business and for public authorities.

Contributing to the Commission General objective ‘A Europe fit for the digital age’, we will continue to develop our regulatory enabling framework to allow digital innovation to flourish and to use our funding instruments to promote cutting-edge solutions to the mobility needs of tomorrow. Data accessibility and availability in the transport and mobility sector will be pursued by enabling broader uptake of European wide process, procedures and solutions in support of essential mobility services. DG MOVE will continue to monitor developments in the area of Big Data, to be able to employ potential benefits with a view to strengthening safety and security. With Specific Objective 2, we contribute to the implementation of the European Data Strategy and embrace the development of a smart and innovative transport sector.

Specific objective 2: A smart and innovative transport sector that makes the most of digitalisation and automation, supported by adequate funding

We aim to provide European transport with the right regulatory and financial support during the digital transition. Mobility is a service that has to be attractive and competitive. Digitalisation and automation are not ends in themselves, but means to transform our transport systems for the benefit of all its users. More than ever in the context of the COVID-19 crisis, enhancing the resilience of the transport system through smart mobility is key to guarantee connectivity across the EU. Recovery measures should be used to ensure that Europe retains its role as of one of the world’s leading transport equipment and services clusters by becoming frontrunner in the deployment of green and innovative solutions.

We will further work on building and strengthening the Common European mobility data space, on which DG MOVE is leading. We will accelerate efforts to make more datasets, with the appropriate geographical coverage, accessible in an interoperable manner and establish **trusted digital environment to enable all actors**, including businesses to share data with one another safely and efficiently. Sharing information on schedules, delays, or the location of

vehicles and cargo will help our transport sector to optimise freight and passenger operations, cut congestion and waiting times, and ultimately reduce fuel use and emissions. For that, we will work on a framework that ensures the protection of sensitive data as well as defining standards of interoperability and



An autonomous e-bus

common data models. We will also facilitate the establishment of a neutral **data sharing environment**, integrating independent digital data platforms into a federated network.

With the support of the Digital Transport and Logistics Forum (DTLF), we will define its technical and organisational principles, allowing various stakeholders to easily connect, access and use data and services in a fully trusted and secure manner, with a view to ultimately enhance the efficiency and environmental performance of transport and logistic operations.

Ensuring the prompt development of intelligent transport systems – including with a revision of the ITS Directive and developing ERTMS into a true traffic management system – will also be key to increase safety and tackle Europe's growing emission and congestion challenges.

We will further promote the uptake of digitalisation in transport operations and in the **business-to-authority environment** in inland navigation and waterborne. The implementation by 2023 of the Regulation on electronic Freight Transport Information will constitute a landmark first step in the digital transformation of business-to-authority regulatory interactions, which will considerably reduce administrative burden and the related administrative costs on the economic operators.

We will dedicate significant efforts to supporting **cooperative, connected and automated transport solutions** within, across and beyond different modes of transport. For example, we will make strategic use of Horizon Europe and the European Partnerships to Transform Europe's Rail System, for Integrated Air Management, and for Cooperative, Connected and Automated Mobility. With the help of these partnerships and Horizon Europe instruments, we will invest in and develop new technological solutions to make transport safer, more efficient, inclusive and convenient. We will continue to support the deployment of Cooperative Intelligent Transport Services (C-ITS) across the EU through funding and enabling trust through common EU requirements.

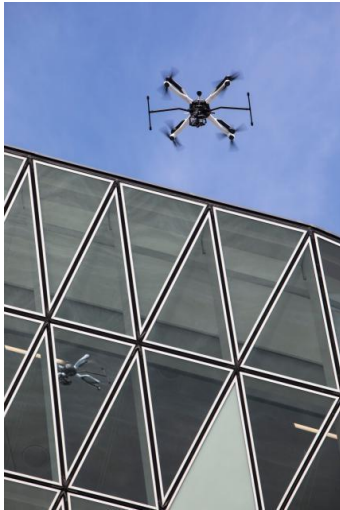
In particular, we will work extensively in the context of **Horizon Europe** in the Cluster on Climate, Energy and Mobility, which will provide funding for Research and Innovation in support of the European Green Deal. Several innovations and new technologies are foreseen in all modes of transport, such as new electric, alternative fuel, hydrogen vehicles and hyperloop. DG MOVE will contribute to relevant Horizon Europe partnerships/Joint Undertakings, Missions, Work Programmes and other instruments that can yield significant impact on reducing transport emissions. The Horizon Europe Programme is foreseen to have an overall climate mainstreaming target of 35%.

We will also ensure that our **regulatory framework is fit to accommodate new technologies**, such as drones, blockchain and artificial intelligence. In order for these technologies to be deployed in a smart and responsible manner, we need to ensure that they are governed by the same set of clear and enforceable rules across the single market.

The effective and safe incorporation of artificial intelligence into the transport sector requires that considerable efforts be devoted to identifying opportunities, challenges and impacts of emerging technologies. Relevant preparation and planning will be required at Union level in order to accompany the strategic and industrial developments that both

regulators and regulated parties will be facing in the coming years. Artificial intelligence is in essence multidisciplinary and will require a coordinated risk management approach.

As regards **drones**, we will continue to develop the regulatory framework in order to allow a wider and more automated use of drones, not only for the transport of goods, but also as a solution for urban air mobility challenges.



A drone in Antwerp port

We want to ensure that the **air traffic management sector** is fit and better able to realise its economic potential, while contributing to the reduction of CO2 emissions in the aviation sector. This is why we will work on an amended proposal on the implementation of the Single European Sky. The provision of air navigation services should become more flexible and scalable, in order to adapt quickly and efficiently to changes in the operating environment. We will work to enhance the effectiveness of common projects to deploy SESAR (Single European Sky ATM Research), digital technologies aiming to modernising Europe's air traffic management infrastructure. We will also work to accelerate the development of artificial intelligence in ATM as a way to handle vast amounts of data and to improve the accuracy and speed of ATM.

The proposed European Partnership under Horizon Europe, successor to Shift2Rail, will advance the completion of the **Single European Rail Area** for the benefit of society. A system-of-systems approach closely linked to the need of users and passengers that has at the core automation and digitalisation with a special focus on freight is expected to maximise the market uptake of innovative solutions and hence the contribution to the Green Deal objectives. Modernised digitalised rail traffic management ensures efficient ways of using terminals and tracks by increasing infrastructure capacity where land is scarce and tracks are saturated. Digitalisation will also support optimal assistance to logistic providers.

To further support multimodality, digitalisation will be used to facilitate the on-line purchasing of mobility services, including through rail **smart ticketing**. The on-going evaluation of the **Driving Licence Directive** will examine its performance inter alia in the light of digitalisation. . Towards the full application of the **European Maritime Single Window** environment in 2025, the Commission will establish a common data set applicable in all Member States and lay out the specifications and common interfaces of the reporting environment. In order to enhance intermodal digitalisation efforts, DG MOVE will look into the possibilities for future expansion of its maritime reporting environment, promoting interoperability between the different reporting systems operating along the logistic chain.

General objective 3: An economy that works for people

Transport has always played and continues to play an essential role in the life of Europeans as the backbone of the internal market. The sector accounts for about 5-9 % of the EU-27

gross value added³ and employs more than 10 million people (2018). Transport also enables people to enjoy the benefits of decades of successful European integration by providing them with the goods they need, the means to go to work or to travel. In other words, transport allows people to go about their daily lives.

Contributing to the Commission General objective of ‘An economy that works for people’, we want to make sure that transport is affordable and accessible so that it can continue to serve the people living and working in the EU. It is essential to enable everyone to benefit from the evolution and modernisation of European transport, and in particular people living on a low income or in remote areas. IT illiterate, old people and persons with disabilities and reduced mobility, should not be left aside. We will also take into account their specific travel needs, as well as those of women and children. The COVID-19 crisis has also highlighted the need to reinforce our transport systems to make sure they withstand potential future shocks. The recovery measures in response to the COVID-19 pandemic and the investments we will make will also support the overall transition to sustainable and smart mobility. Investing more in resilient and smart infrastructure has a key role to play. Likewise, we will build on tools developed as a response to the pandemic, such as the Green Lanes, that directly contribute to an efficient internal market

The following two objectives are central in DG MOVE’s efforts to shape an economy that works for people.

Specific objective 3.1: A fully integrated and connected Trans-European Transport network with appropriate funding for a robust and modern European transport infrastructure with fully restored connectivity

We want to ensure that European transport meets the current and future mobility needs of all. Our transport infrastructure has to be modern and ready to accommodate high-end transport technologies if it is to continue to stimulate investment.

Moving rapidly to complete the Single European Transport Area by removing bottlenecks and missing links within the single market will also be key to fully restore connectivity post-Covid 19, as high-performance transport infrastructure facilitates cross-border connections. We will work towards increasing resilience and seek greater efficiency.

³ The 5 % GVA and employment is only for the NACE H (Transportation and storage), while the 9% is for the NACE sectors C 29-30 (Manufacture of motor vehicles and transport equipment), G45 (Wholesale and retail trade and repair of motor vehicles and motorcycles) and H (Transportation and storage). Based on Eurostat data calculated for EU-27 from before the COVID-19 crisis.

To that end, we will work, supported by the European Coordinators, on the swift and coordinated completion of missing infrastructure links and removal of bottlenecks especially along the **Trans-European Transport Network (TEN-T)**. This is essential for both people and goods to be able to move seamlessly throughout the EU. Where infrastructure capacity is scarce, for example in rail, digitalisation and modern traffic management must assist to increase transport and logistic capacity through higher efficiency and harmonised operations. Ensuring that the TEN-T policy keeps up with the latest developments and unprecedented challenges including sustainability, user-driven mobility and technological progress is therefore key to ensure a future-oriented, sustainable transport system. This is why the Commission started the TEN-T review process in April 2019. In line with the Commission’s Communication on the European Green Deal, a proposal for a revision of the TEN-T Regulation building on the ongoing evaluation is planned for 2021. As we work to ensure the timely implementation of the TEN-T network, we will continue to promote faster and clearer permitting procedures for project promoters of transport infrastructure projects on the core network.

The first Connecting Europe Facility (CEF) transport work programme, covering the period 2021-2023, will continue supporting the completion of an efficient, interconnected and multimodal TEN-T for smart, interoperable, sustainable, inclusive, accessible, safe and secure mobility. CEF will focus on the most climate and energy efficient modes of transport, in particular rail, and support the large-scale deployment of alternative fuel infrastructure contributing to the Union’s decarbonisation targets. CEF will address cross-border and missing links, including actions relating to both maritime and inland ports, urban nodes, multimodal platforms amongst others.



TEN-T network including border crossing points

DG MOVE will also contribute to streamlining all EU investment support tools for the transport sector. It will contribute to the setting-up and implementation of the InvestEU Sustainable Infrastructure Window in close cooperation with DG ECFIN, DG ENER and DG CLIMA and will follow the European Investment Bank transport lending activities. DG MOVE will also work closely with DG REGIO as regards the Cohesion Fund and ERDF programming for the period 2021-2027 in order to ensure complementarity between instruments and policy consistency.

With a view to **enabling everyone to benefit** from the evolution and modernisation of European transport, and in particular people living on a low income or in remote areas, we will use the different funding instruments at our disposal to ensure that no one is left

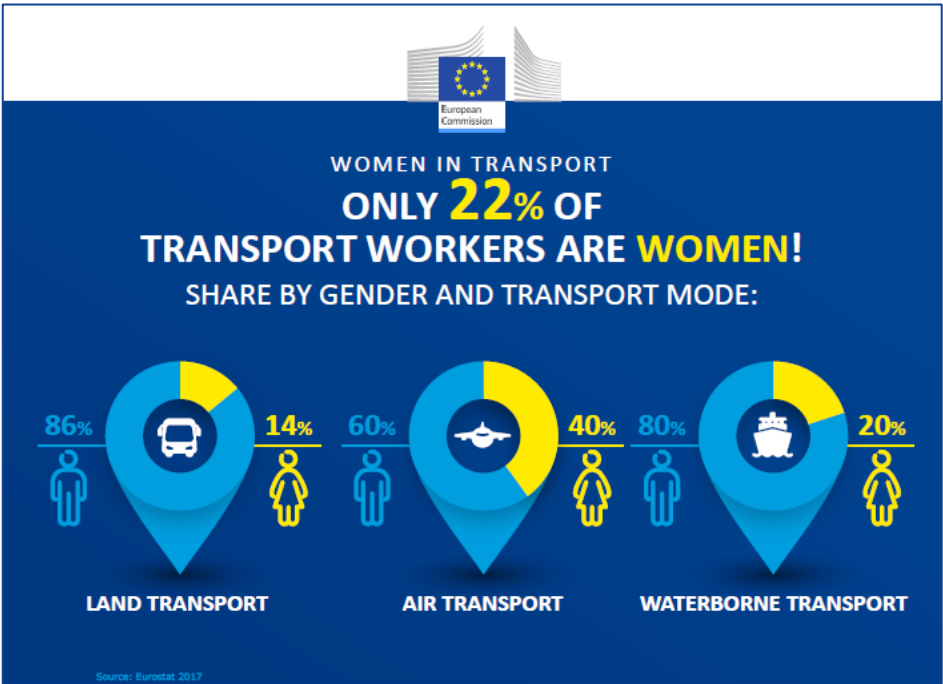
behind and that everyone in the EU has access to sustainable, affordable and modern means of transport. This will include strengthening the links between people and the institutions that serve them.

Specific objective 3.2: An efficient and accessible internal market for transport that drives economic recovery and is governed by clear rules that are applied and enforced consistently

A transport sector that works for people has to work for all citizens, regardless of their gender, age, race or disability. We seek to ensure that our transport market is based on a **level playing field** and **governed by clear and enforceable rules**. The transport sector is a vital pillar for the EU economy, and our transport policy will be key in driving the EU economic recovery following the COVID-19 crisis.

A key part of our strategy will involve better enforcement of our existing rules and updating them where necessary with a particularly strong drive towards reducing unnecessary administrative burden. Also, we will cater for the evolution towards a more data-driven, risk- and performance-based approach to an integrated transport management system, with safety at its core. When doing so, we will make sure to have all actors on board, including transport users, social partners, the European Parliament and Council.

We strive for attractive **working conditions** across all modes of transport free from gender-based discrimination and a workforce that is highly skilled and ready to lead the transport sector through green and digital transitions. We



Share of women in transport

work to ensure these transitions are just and empower workers to embrace the opportunities that they present. Only then will we be able to attract young women and men into transport professions. In particular to steer the benefits of digital transitions and also contributing to our Specific objective 3, workers need to be properly trained or re-trained to avoid labour force shortages. The EU minimum training requirements in force for certain transport professions have to evolve to remain fit for purpose. We also have to ensure that the digital transition does not leave

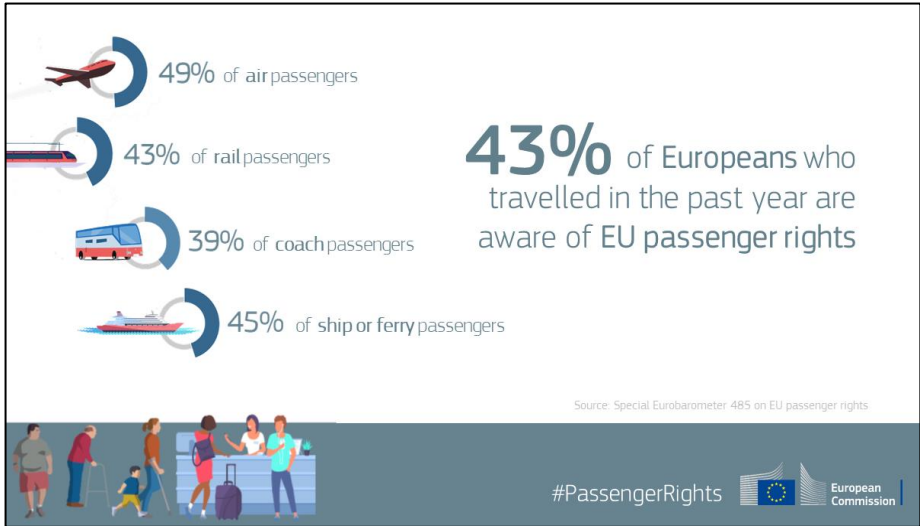
women aside. They are currently less engaged in STEM (Science, Technology, Engineering, and Mathematics) studies and ICT professions.

In the waterborne sector for instance, the Commission will continue advancing towards a rule-bound market to keep improving the **working conditions and training and certification of seafarers**.

We also work to ensure that passengers of all modes of transport across the entire European Union enjoy adequate **passenger protection** during their travel. This entails that passengers, including those with disabilities and with reduced mobility, are aware of their rights and that they can enforce them through straightforward and user-friendly procedures.

While passenger rights and consumer protection are seen by European citizens as one of the most important EU achievements⁴, only 43% of EU citizens who have travelled by air, long-distance rail, coach, ship or ferry in the previous 12 months know that the EU has put in place rights for passengers (see slide).⁵

We will update and strengthen existing passenger rights where necessary including through the ongoing revisions of the rail and air passenger rights Regulations, and depending on the outcome of the evaluations of the Regulations on waterborne and bus and coach passenger rights and of the Regulation on rights of persons with disabilities and with



Awareness on EU passenger rights

reduced mobility travelling by air. We will also ensure that our regulatory framework keeps up with the evolution of transport using best practices identified in all modes of transport. We will continue to spread awareness of the rights that EU passengers enjoy and work with the different stakeholders to put in place smooth and simple procedures to enforce them. We will continue to uphold and improve our the European legal framework which importance is highlighted in the management of the COVID-19 crisis. We have been and will continue to strive for a fair balance between strengthening the rights of passengers and recognising legitimate needs of transport operators as economic undertakings.

⁴ Eurobarometer Standard No 91 (Spring 2019 edition): more than a third of the respondents said they have benefited from strengthened rights of air transport passengers (35%, + 1 percentage point compared to Spring 2018). This achievement ranks 4th in the list

⁵ Eurobarometer Special No 485, Passenger rights in the European Union (January 2020).

In an environment of a largely fragmented EU airspace, operations are managed at national level, yet most air movement crosses national borders. We will strive to ensure that the EU airspace is more efficiently managed to cater for safety, reduced delays and improved environmental performance of air vehicles. To this end, in the absence of competition in the area of **air navigation services**, strong and effective performance regulation is required. We will adapt the Commission regulation on performance and charges for air navigation services. For post-2024 we will advocate a more incentive based performance regulation.

The **COVID-19 crisis** identified vulnerabilities while at the same time displaying our common European added value that we need to protect and shape in resilience for our future. Never was the common transport acquis more obvious than with European people and workers experiencing border controls and restrictions on **movement and travel**. Together with other Commission services, DG MOVE works to uphold smooth border crossing to avoid disruption of supply chains. DG MOVE contributes to rebuild and strengthen the tourism sector. We want to shape a sustainable and competitive tourism industry. The Commission will especially work with the cruise sector to take initiatives aiming at reinforcing its resilience.

General objective 4: A stronger Europe in the world

A strong European transport policy will enable us to promote both our values and our interests more effectively when cooperating with partners around the globe. We value the benefits that close cooperation on the international level brings for our economy, the environment, our safety, and our strategic interests. Working under a geopolitical Commission, we recognise the importance of maintaining and expanding connectivity links with our key partners, particularly with our neighbourhood including the Western Balkans, strategic partners and key emerging markets such as ASEAN, through the extension of the TEN-T, promoting high-quality and rule-based international standards and through international transport agreements (notably in air transport). This is also why we work to fully restore the connectivity with our neighbourhood and other third countries following the COVID-19 crisis.

As regards **market opportunities**, our objective is to open transport markets, especially among our strategic partners and in fast-growing emerging economies and to promote freer and undistorted competition, based on regulatory convergence, a level playing field as well as the promotion of European/international standards and sustainability connectivity. At the same time we pay attention to foreign direct investment in European strategic infrastructure and companies.

The external dimension of key EU transport policies objectives in line with the global agenda 2030 (SDGs) - such as high-safety standards, security, decarbonisation, innovation and efficient and sustainable connectivity - is also pursued through the active participation in regional and multilateral organisations in the areas of waterborne, air and inland transport.

The following Specific Objective is central in DG MOVE's efforts to expand the EU's leading role on the international stage in the field of transport.

Specific objective 4: A European Union that acts united in cooperation with key partners and neighbours to improve connectivity links, open-up new market opportunities and promote high safety and security standards.

DG MOVE aims to work with all international partners to ensure that Europe remains a leading force for open and competitive markets and high environmental, safety and labour standards. Under the guidance of our geopolitical Commission, we will cooperate with other countries.

We want our transport sector to remain successful and profitable, despite the COVID-19 crisis, which is why we work hard to guarantee the proper functioning of the internal market. However, transport is also international by nature. In order to offer our businesses the same fair conditions on the global stage, we will help to promote open transport markets, especially with strategic partners and in fast-growing emerging economies, with free and undistorted competition based on regulatory convergence, a level playing field and sustainability.

We will ensure the enforcement of existing agreements and conclude new agreements, in particular in the aviation sector. These agreements are one way through which we want to make sure that EU citizens enjoy the same safety and travel comfort abroad as they do at home.

We will also continue to promote European standards on safety, environmental and technical requirements in international forums and agreements. In doing so, we will be able to guarantee our competitive transport industries a level playing field abroad and support them in developing new markets. DG MOVE will support in particular the Commission's leading role in the negotiations on global emission reductions within the International Civil Aviation Organization and the International Maritime Organization.

We will also follow up on the conclusions of the EU-Africa Taskforce on Transport⁶ and deepen our cooperation with Africa as regards road safety.

The TEN-T is an important instrument to improve our connectivity with key partners. We will work to extend the TEN-T Network to neighbouring partner countries, to ensure direct connection with EU networks and between EU's neighbouring countries, We will work to supporting the identification and implementation of the extension of the TEN-T network to neighbouring partners countries, including those of the Western Balkans, the Eastern Partnership and the southern Mediterranean. This work as well as the **Transport Community Treaty in the Western Balkans** will be the groundwork for further cooperation and the improvement of transport links and road safety, which will also serve our objectives in the areas of neighbourhood and enlargement.

⁶ https://ec.europa.eu/transport/themes/international/news/2020-02-19-africa-europe-alliance_en

DG MOVE will also engage in international cooperation on research and innovation, in the context of Horizon Europe. This will build on already ongoing activities, ranging from international cooperation projects and twinning actions, to high level dialogues and other joint activities, such as the organisation of international symposia.

In the area of **aviation safety**, DG MOVE will further strengthen and apply various **tools** throughout the strategic planning period. These include notably the EU Air Safety List, the EU Ramp Inspection Programme SAFA, the EASA Third Country Operator authorisations as well as extensive Technical Cooperation Projects. Employing these tools will benefit EU citizens travelling outside of the EU and strengthen international safety oversight in particular.

Given the global nature of the sector and in line with our international ambition in reducing emissions, **IMO** remains the essential forum for setting rules governing maritime transport. The Commission and the EU Member States actively participate in the IMO deliberations, with a view to represent EU interests and promote high safety and environmental standards. The Commission's continuous involvement in these discussions takes notably the form of EU submissions in the areas of fuels for maritime, market based measures proposals, ships' efficiency standards as well as safety-related matters.

We will also work with the International Civil Aviation Organization (ICAO). This work is highly important when it comes to promoting European leadership in setting standards and targets on the environment, safety, security, training and labour standards, and modernisation of traffic management.

DG MOVE will further contribute to a stronger Europe in the world by providing a united EU voice, legal certainty and predictability to the EU Member States, EU shipping companies and EU investors in their relations with third countries concerning maritime transport services. The Commission will establish a **legal framework for the conclusion of international maritime agreements** between the Union and/or between Member States and third countries. Existing agreements between Member States and third countries will be 'grandfathered' by an EU legal act.

General objective 5: Promoting our European way of life

Transport has always been an essential driver of our European way of life by facilitating free movement of both people and goods across the entire Union. However, our European way of life goes beyond the freedoms of the Single Market. It also means that, wherever we are in Europe, we can be certain that our modes of travel are safe and accessible and that our rights as passengers are respected.

DG MOVE will work hard to protect our European way of travel and maintain high levels of transport safety and security in line with Specific Objective 4.1.

Specific objective 5: High levels of transport safety and security are ensured and new security and safety challenges are addressed

European transport should be safe and secure for everyone, including user groups with higher vulnerability. As mobility needs change, traffic increases, and health and security threats become even more complex, our efforts to keep transport safe will continue to meet new challenges for both safety and security. As part of measures taken as a result of the COVID-19 crisis to restore transport services and connectivity, DG MOVE works to ensure no reduction of the high levels of EU safety and security standards in transport, including health and the safety of transport workers.

DG MOVE works together with the different EU Agencies and all stakeholders to implement and enforce the highest safety and security standards for all modes of transport, including in the area of cybersecurity. We already have a comprehensive set of rules in place. As transport evolves, and transport behaviour changes in the course of the twin climate and digital transition these will need to be updated.

One of the cornerstones of our efforts will be our road safety Strategic Action Plan to achieve our Vision Zero objective of **reducing the number of fatalities and serious injuries in road transport** by 50% by 2030 and to near zero by 2050. As outlined in the “EU Road Safety Policy Framework 2021-2030 - Next steps towards “Vision Zero”⁷, we will contribute with appropriate legislation. We will closely monitor progress and cooperate with Member States, stakeholders and civil society to make sure that our roads become safer for everyone. We will seek to highlight and exploit synergies in making road transport cleaner and safer, in particular in urban areas.

In terms of **aviation safety**, the revised regulatory framework established in 2018 with the updated ‘EASA Basic Regulation’ has set the scene for future developments. Based on a data-driven, risk-based approach, this paradigm shift in safety management will continue to allow closing existing gaps in the regulatory system, while enabling industry flexibility to thrive, innovate and remain globally competitive. Taking into account interdependencies, new technologies and market developments, it paves the way to a safe, secure, environmentally sustainable, and socially acceptable aviation safety system.

Our transport infrastructure will also have to be modern and robust enough to guarantee our safety and security. We will therefore keep working towards **improving military mobility** and promote dual-use infrastructure projects, using the funds earmarked in the Connecting Europe Facility. We will modernise and upgrade existing key infrastructure, such as bridges and tunnels, to enhance their height and weight capacity and make them fit also for military transport.

DG MOVE will also actively engage in the context of Horizon Europe, to ensure that all new vehicles, infrastructures, systems and operations will be accessible, safe and secure by design, tested and demonstrated, prior to deployment/implementation.

Following the latest Maritime Fitness Check, the Commission will work on the revision of a number of legislative acts in the field of **maritime transport safety**, notably the Flag

⁷ COMMISSION SWD(2019) 283 final “EU Road Safety Policy Framework 2021-2030 - Next steps towards “Vision Zero”

State Directive, Port State control Directive and Accident Investigation Directive. If needed, the Commission will update the EMSA mandate to take into account legislative and technological developments. A Refit evaluation of legislation on fishing vessel safety will identify improvements to technical provisions and a possible extension to smaller vessels. In addition, we will work towards the adoption of EU guidelines for trials of autonomous ships, which may lead to the evolution of vessel traffic monitoring – from the management, communication and control angle.

D. Key performance indicators

To measure the progress made by DG MOVE towards implementing its policies and attaining its specific objectives, a number of indicators are presented in the annex to this Strategic Plan.

The following indicators will be given special attention:

1. Share of CEF Transport invested into sustainable modes of transport (European Green Deal - see Specific Objective 1)
2. Transposition rate in transport legislation (An economy that works for the people - see Specific Objective 3.2)
3. Estimated risk at closure (Sound Financial Management – see objective 1)

In line with the requirements for the Strategic Plan, these key performance indicators have been selected among the indicators for the specific objectives in the annex below.

PART 2. Modernising the administration

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organisations of the Treadway Commission 2013 Internal Control Framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. DG MOVE has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

DG MOVE is fully committed to modernising the way we work. DG MOVE will take necessary actions towards deploying the human resources in line with priorities, to ensuring sound financial management and effective fraud risk measures, to advancing digital transformation and to reducing environmental impact of our activities.

In the mission letter addressed to each member of the Commission, President von der Leyen puts emphasis on ensuring sound financial management of the programmes under each Commissioner's responsibility and insists that budgetary spending represents value for taxpayers. This is what DG MOVE does on a daily basis and it will illustrate progress in terms of efficiency, effectiveness and economy in the management of resources and controls in particular in the Annual Activity Report and its Commission-wide follow-up.

The College adopted a new digital strategy in November 2018 to steer the digital transformation of the Commission and to transform the Commission into a truly digital administration to which DG MOVE will contribute with definition of a local action plan.

This part of the report focuses on the strategic organisational components that are critical for the functioning of DG MOVE and for the delivery of policy results.

A. Human resource management

The aim of the Commission and of DG MOVE is to promote a mobility that is efficient, safe, secure and environmentally friendly and to create the conditions for a competitive industry generating growth and jobs. In particular, with the new transport priorities ahead, DG MOVE will need to contribute efficiently to developing a comprehensive strategy for sustainable and smart mobility, ensuring a transport sector fit for a clean, digital and modern economy.

DG MOVE needs stability of its workforce over the next years to deliver on these major challenges. To this end, despite continuous efforts to create internal synergies to address political priorities, and in spite of the commendable dedication of DG MOVE's staff (ranked among the top scoring DGs with 75% staff engagement in the 2018 staff survey), DG MOVE will need to identify solutions (including reinforcement of current resources) to optimally cover new key areas. Additionally, given the difficulty of recruiting highly

specialised profiles needed to deliver on new political priorities, maintaining the technical expertise in the current and future transport priority areas will request significant efforts in the years to come.

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, DG MOVE will develop a local HR strategy with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy. DG MOVE will continue to take the necessary measures to ensure that the Commission’s political priorities are delivered efficiently. DG MOVE’s internal communication actions have also consistently ensured that the relevant information for their work and for their well-being reaches all colleagues, consolidated a stronger and more interconnected network of staff, and reassured colleagues that they receive the news in real time, thus substantially contributing to a continuous high level of staff engagement. These actions will continue over the 2020-2024 period as well.

As follow-up of previous Commission Staff Surveys, DG MOVE has elaborated and will continue to upgrade development plans with the objective to monitor the mandatory indicators and to take appropriate annual actions for each indicator so that DG MOVE successfully meets the 2020-2024 targets.

DG MOVE will continue to take actions to attract female candidates to middle management functions (Indicator 1). Following the Commission’s new decision on gender targets, SEC(2020)246, in order to meet its specific target of two new female middle managers first appointments by 2022, DG MOVE will continue to carefully assess current and future management vacancies in the DG and will continue to be active in opening the career path towards middle management and Deputy Head of Unit occupation by AD females. Female members will also continue to be part of all recruitment panels.

Objective: DG MOVE employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Indicator 1: Number and percentage of first female appointments to middle management positions

Source of data: Commission communication on gender targets, SEC(2020)146

Baseline (female representation in management) (2019)	Target (2022)⁸
9 female middle managers (36%)	DG MOVE’s specific target of two new female middle managers first appointments by 2022

Indicator 2: DG MOVE staff engagement index

Source of data: Commission staff survey [data to be provided by DG HR]

⁸ The target will be revised and extended for the period 2023-2024 by January 2023

Baseline (2018)	Target (2024)
75%	Equal or above 70% Commission average registered in the 2018 Staff survey

B. Sound financial management

DG MOVE is responsible for implementing budgetary resources in accordance with the principle of sound financial management, i.e. respecting the principles of economy, efficiency and effectiveness, as framed by the Financial Regulation⁹. The respect of these principles is continuously pursued through the implementation of internal control procedures defined per management mode and per stage of implementation (planning, implementing, monitoring and controlling). These procedures, as well as constant support and advice from the financial units, ensure that activities are executed in an efficient and effective manner and according to the principle of economy.

DG MOVE has set up internal control processes allowing for an adequate management of the risks related to the legality and regularity of the underlying transactions. This will ensure that the residual error rate is maintained during the 2020-2024 programming period below 2% of the relevant expenditure. This aspect will be duly reported in the Annual Activity Reports. In addition, throughout the reporting period, DG MOVE will closely monitor its internal control system and the deficiencies highlighted by audits and assessments.

One of the financial objectives over the coming period is to further simplify internal processes and to further strengthen internal coordination in order to remove bottlenecks in implementation and improve transparency and accountability in financial management. While electronic workflows are already in place for some of the processes involved in the initiation and validation of budgetary transactions, the objective is to further increase the share of electronic workflows for all financial transactions in the future. Electronic workflows have proven to be reliable and fast – especially in exceptional circumstances – and will contribute to efficiency gains in all financial management processes.

Another objective is to provide more timely and centralised support for management supervision across the DG, for example in preparing and implementing procurement procedures. Through harmonising practices, the risk of errors or failure to comply with the Financial Regulation (and subsequent exceptions or non-compliances) will be reduced. This support will be complemented by more effective controls over contract management and financial circuits. In order to achieve this objective, DG MOVE, with the support of the Shared Resource Directorate, will need to move to full use of all functionalities of the Public Procurement Management Mode (PPMT) tool. While ‘e-submission’ was piloted in 2019, full use will imply the roll-out and consistent use of ‘e-request’, ‘e-ordering’ and ‘e-invoicing’.

Finally, smart, regular and reader-friendly reporting on budget planning, implementation and controls will provide accurate and timely information on the available appropriations

⁹ Article 30 of the Financial Regulation.

and their utilisation as a management tool for monitoring the implementation of the budget.

Concerning the internal control system, DG MOVE will further improve the timely implementation of audit recommendations to minimise the risk of financial errors or non-achievement of objectives. Regular reporting to senior management will provide the necessary assurance on sound financial management in the DG and in its entrusted entities.

When it comes to the entrusted entities, one of the challenges for the coming years will be to support and assist these entities to implement, operate and enhance their own internal control systems. Another important objective, in collaboration with the entrusted entities, is the fight against fraud in the implementation of new and legacy programmes.

Objective 1: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Indicator: Estimated risk at closure

Source of data: DG MOVE Annual Activity report

Baseline (2019)	Target (2024)
0.86%	< 2% of relevant expenditure

DG MOVE is responsible for developing activities to reach the objectives set in the mission letter of the Commissioner for Transport and for implementing the initiatives set in the Commission Work Programme. These actions will require adequate financing. Thanks to VIGIE, its collaborative budget planning and monitoring IT system, DG MOVE will identify the priority activities within the DG and the related financing needs, including administrative support. It will negotiate sufficient level of funding according to the financial procedures in place. It will monitor the budget execution throughout the year to safeguard the allocation of resources according to priorities. It will secure the compliance with budget rules, the regular use of the corporate IT systems for accounting and for administrative expenditure in particular the Commission accounting system ABAC. It will ensure the monitoring of implementation and the timely reporting on budgetary execution to management, the Commission and the Budgetary Authority.

Objective 2: The budget preparation, implementation and regular monitoring throughout the budget year will ensure the adequate financing of DG MOVE priorities.

Indicator Budget execution for commitment appropriations

Source of data: Control Board documents as registered in Ares and published on DG MOVE intranet	
Baseline	Target
2019	2024
99.96 %	> 98 %
Indicator 2: Control Board Meetings organised at least twice a year	
Source of data: ABAC, VIGIE	
Baseline	Target
(2019)	(2024)
Twice a year	Twice a year

DG MOVE is regularly monitoring if the entrusted entities act in compliance with the legal framework and within their mandate.

DG MOVE is represented on the agencies' Executive or Management Boards and in Committees by its services. It participates in the work of agencies' Executive or Management Boards and in Committees dealing with core businesses, management and financial issues. When needed, DG MOVE provides technical advice and assessment of agencies' matters affected by EU procedures and rules. DG MOVE's supervision focuses on detecting and preventing issues which could hinder the agencies' capacity to fulfil their mandate, depending on the risk at stake. DG MOVE is also closely monitoring the audit recommendations from the Internal Audit Service (IAS) and the European Court of Auditors (ECA).

DG MOVE's supervision focuses on detecting and preventing issues which could hinder agencies' capacity to fulfil their mandate, depending on the risk at stake. Preventive and detective tools mainly result from the systematic risk analysis and reporting, and cover awareness raising (cf. budget programming, including budget preparation and activity planning, as well as execution, all implemented in due respect of the sound management principles), periodic reporting and enhanced capacity (advice, training, exchange of best practices, liaising with the Central Services).

DG MOVE is also closely monitoring the audit recommendations from the the Internal Audit Service (IAS) and the European Court of Auditors (ECA). In case additional information is needed, DG MOVE may propose on-the-spot visits to assist on both financial and technical matters. Additional tools may be designed as appropriate, such as allowing agencies to use the DG framework contracts (legal consultancy).

In addition, DG MOVE has set up internal control objectives and will be systematically examining the available control results and indicators, including those aimed at supervising entities to which it has entrusted budget implementation tasks.

Furthermore, DG MOVE will systematically take stock of the yearly assessment of these controls and examine the available control results and indicators, including those aimed at supervising entities to which it has entrusted budget implementation tasks and the

recommendations stemming from IAS and ECA reports. Doing so, DG MOVE will aim at drawing lessons from past experience and strive for a continuous improvement of its systems.

Objective 3: DG MOVE develops a comprehensive, solid and effective strategy for the supervision of entrusted entities (Agencies and Joint Undertakings) and contributes to the steering of their operational, administrative and financial activities.

Indicator 1: Scrutiny of draft budget, Single Programming Document (SPD) and Consolidated Annual Activity Report (CAAR); follow-up on issues identified by IAS, ECA and on actions taken by the entities in respect to these and on the Discharge process

Source of data: Budget and management documents, minutes of the agencies' meetings

Baseline (2019)	Target (2024)
Twice a year	At least twice a year, aligned to timing of the Board, to the other Committee meetings and to the submission of the reports

Indicator 2: DG MOVE Control Board meetings organised at least twice a year

Source of data: Update of risk assessment and implementation review

Baseline (2019)	Target (2024)
Twice a year	Twice a year

C. Fraud risk management

In preparation for the next EU long-term budget for 2021-2027, the Commission updated its Anti-Fraud Strategy in 2019 (the 2019 CAFS). The aim was to adapt and strengthen corporate anti-fraud measures where appropriate, building on the already existing anti-fraud framework. The 2019 CAFS brought two new priorities for the Commission approach in fighting fraud: (i) measures to build stronger analytical capabilities and (ii) a more centralised oversight mechanism of anti-fraud actions.

DG MOVE will continue to fully support these corporate efforts to better protect the EU budget against fraud. In 2020, DG MOVE will complete the revision of its own Anti-Fraud Strategy in order to translate the high-level Commission priorities into local actions. The updated document sets out the measures to prevent or minimise fraud in DG MOVE's area of responsibility and the steps it will take in response to reported or suspected fraud cases. With the ultimate goal of protecting the EU budget against corruption and fraud and in the frame of sound and financial management, DG MOVE fully supports the efforts of the Corporate Management Board, OLAF and DG BUDG for all actions undertaken to preserve

the financial interest of the European Union.

In this context, DG MOVE’s revised Anti-Fraud Strategy is expected to focus on three priority areas, namely:

- Maintaining an ethical environment geared towards fraud prevention through awareness raising, training and communication activities.
- Efficient detection, reporting and handling of fraud, including cooperation with OLAF.
- Increased cooperation with Commission governing bodies and services, common action with Research family services and supervision of autonomous EU entities.

These priorities will be further detailed under specific objectives and concrete actions, which will be listed in a separate Action Plan, in the first instance, for 2021-2022.

This section lays out the expected control results and other relevant elements that support the management assurance on the achievement of the internal control objectives¹⁰.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy¹¹ aimed at the prevention, detection and correction¹² of fraud

Indicator: Implementation of the actions included in DG MOVE anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)

Source of data: DG MOVE annual activity report, DG MOVE anti-fraud strategy, OLAF reporting

Baseline	Target
2020	2024
95%	100% of actions implemented on time

Indicator 2: Update of DG MOVE’s anti-fraud strategy on the basis of the methodology elaborated by OLAF

Source of data: OLAF guidelines

Baseline	Interim milestone	Target
(2018)	(2022)	(2024)

¹⁰ Effectiveness, efficiency and economy of operations; reliability of reporting; safeguarding of assets and information; prevention, detection, correction and follow-up of fraud and irregularities; and adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments.

¹¹ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’.

¹² Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Date of the last update: 2017	AFS strategy revised in 2020 and 2022	<p>The Action Plan accompanying the Anti-Fraud Strategy will be updated every two years.</p> <p>The Anti-fraud Strategy will be revised no later than 12 months after major changes in the Commission approach or in the fraud environment of DG MOVE</p>
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D. Digital transformation and information management

DG MOVE stands behind the objective set out in the 2018 European Commission Digital Strategy¹³ to digitally transform the European Commission by 2025. In support of the corporate efforts, DG MOVE has started a review of its own business processes and identified several areas for modernisation.

The European Commission Digital Strategy (ECDS), adopted by the College in November 2018, proposes a vision to transform the Commission into a truly digital administration. The Strategy describes how the Commission can use new ways of working and emerging digital technologies to support its political priorities. In the context of this Strategy, the Commission will produce a Modernisation Plan that will take into the consideration the modernisation roadmap of DG MOVE. With the implementation of the Modernisation Plan, the Commission will become a digitally transformed, user-focused and data-driven administration by 2025. To contribute to the corporate Modernisation Plan, DG MOVE will define a local modernisation roadmap. The roadmap will provide the topics chosen by DG MOVE Senior Management for modernisation with a multi-annual implementation timeline.

The DG will focus its efforts on the *Digital by default & Once Only* and the *User-driven, Data-centric, Agility* principles. In particular, DG MOVE intends to work on the further integration of its information systems and, where feasible, the implementation of modern user centric solutions to replace the obsolete individual user interfaces. In addition, the DG strives to improve the visual presentation of processed data via state-of-the-art dashboards, business reports and maps. DG MOVE's Modernisation Plan provides a list of the relevant processes and their modernisation roadmap.

With regard to the *Openness & Transparency* principle, DG MOVE already applies the 'share-by-default' approach for the reuse of information and documents inside the DG and would like to continue doing so. To ensure that the data is safeguarded nevertheless, the DG will arrange regular data protection awareness sessions for its staff.

As part of the Commission strategy on data, information and knowledge management¹⁴, DG MOVE will implement the corporate principles for data governance and review the

¹³ https://ec.europa.eu/info/sites/info/files/file_import/digitally-transformed_user-focused_data-driven_commission_en.pdf

¹⁴ Data, information and knowledge management at the European Commission (C(2016) 6626).

information sharing and security policy.

To ensure that important information is retrievable, DG MOVE intends to maintain the target of HAN¹⁵ registered documents that are not filed in below 2%.

Under the Commission Data Protection Action Plan (C(2018) 7432 final), services are required to set out a plan ensuring that all staff are aware of the requirements of the new Data Protection Regulation.

In addition to a training offer provided by the corporate services through the EU LEARN, MOVE will provide in-house training to the staff. This will include general awareness sessions open to all staff members including a theoretical part as well as case studies. MOVE will also ensure that staff will receive relevant information on data protection training activities organised at Commission corporate level and other entities (e.g. the European Data Protection Supervisor (EDPS)).

Objective: DG MOVE is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions

Source of data: Solutions Owners & Suppliers and IT Investment Team

Baseline (2019)	Interim milestone (2022)	Target (2024)
1. TENtec 64%	1. 86%	1. 100%
2. MOVEHUB 85%	2. 100%	2. 100%
3. KSDA 38%	3. 100%	3. 100%

Indicator 2: Percentage of DG MOVE’s key data assets for which corporate principles for data governance have been implemented

Source of data: DG MOVE data asset inventory

Baseline (2018)	Interim milestone (2022)	Target (2024)
N/A	50%	80%

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data: HR statistics

Baseline	Interim milestone	Target
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¹⁵ HAN – Hermes ARES Normcom

(2018)	(2022)	(2024)
0%	50%	100% of staff
Indicator 4 : Percentage of registered documents that are not filed		
Source of data: Hermes-Ares-Nomcom (HAN) statistics		
Baseline	Interim milestone	Target
(2018)	(2022)	(2024)
2,60%	<2%	<2%

E. Sound environmental management

The Commission has been implementing the Eco-Management and Audit scheme (EMAS) since 2001. To date, 96% of Commission sites respect the EMAS regulation. Some of the necessary actions to reduce environmental impact – for example in relation to the energy efficiency of buildings – can only be taken by infrastructure services. DG MOVE as member of the Steering Committee of EMAS, contributes actively with local actions promoting more environmentally-friendly working methods and by making better use of natural resources.

Promoting staff awareness on the optimal use of resources is key. DG MOVE will promote the EMAS corporate campaigns at DG level and set local environmental actions, in order to support the Commission to reach its environmental targets in line with the EMAS Global Action Plan 2020 (approved by the EMAS Steering Committee on 31 January 2020).

DG MOVE will also participate to some corporate actions, like the end of the year energy saving actions by closing down DG MOVE’s building in Brussels during the Christmas and New Year’s holiday period, the VeloMay action and the actions organised during EU Mobility week.

The European Green Deal is one of the headline ambitions of the von der Leyen Commission. In this Communication¹⁶, the Commission committed itself to lead by example also in this field: “The Commission is also keen to reduce its environmental impact as an institution and as an employer. It will present a comprehensive action plan in 2020 to implement itself the objectives of the Green Deal and to become climate neutral by 2030.”

The renovation of the DM24 building, which hosts two Directorates of DG MOVE, is a real opportunity to contribute to the European Green Deal and decrease our energy consumption:

- For a more efficient use of resources, measures have to be taken to improve the building envelop, to replace or to improve the heating/cooling system, to replace the lighting technology and to replace or to upgrade the ventilation system.

¹⁶ C(2019) 640 final

- It is also be a good opportunity to encourage a greener mobility, for instance by converting car parking spaces to bike parking including larger spaces for cargo bikes and installing more charging stations for e-bikes and recharging points for electric cars.

Although those measures do not depend entirely on DG MOVE, we will be closely associated to the renovation project managed by OIB.

Finally, DG MOVE will try to organise as much as possible meetings and events in line with the Commission's sustainable events guidelines (approved by the EMAS Steering Committee on 30 July 2018¹⁷).

¹⁷ https://myintracomm.ec.europa.eu/staff/Documents/buildings-transport/environment/emas/EC%20Guide%20on%20sustainable%20meetings%20and%20events_FINAL.pdf

ANNEX : Performance tables

General objective 1: A European Green Deal		
Impact indicator 1: Greenhouse gas emissions		
<p>Explanation: This indicator measures man-made emissions of the so-called 'Kyoto basket' of greenhouse gases, which are integrated into a single indicator expressed in units of CO2 equivalents using each gas' global warming potential. It shows changes in percent of the emissions compared to 1990 levels</p> <p>Source of the data: European Environmental Agency (Eurostat online data code: sdg_13_10)</p>		
Baseline (2018)	Interim milestone (2020)	Target (2030)
-20.7%	-20%	-50% / -55%
Impact indicator 2: Climate mainstreaming in the European Union budget		
<p>Explanation: Proportion of climate related spending (mainstreaming) in the EU budget</p> <p>Source of the data: European Commission Draft Budget Reports</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
21%	25%	25%
Impact indicator 3: Rail and inland waterways as a percentage of total freight transport		
<p>Explanation: This indicator shows the trend on achieving a sustainable transport of freight, boosting climate neutrality and zero pollution. The indicator measures the percentage share of rail and inland waterways in total inland freight transport (in tonne-kilometres). Inland freight transport modes include road, rail and inland waterways. All data are based on movements on national territory</p> <p>Source of the data: Eurostat (Eurostat online source code: sdg_09_60)</p>		
Baseline (2018) ¹⁸	Interim milestone (2022)	Target (2024)
24.7%	Increase	Increase

Specific objective 1: A sustainable transport area that reduces transport impact on the environment, provides healthier and cleaner alternatives to mobility and increases the uptake of sustainable and alternative transport fuels forland, waterborne and air

Related to spending programme:
Connecting Europe Facility

Result indicator: Share of CEF Transport invested into sustainable modes of transport

Explanation: The CEF Regulation (common understanding) defines a target of 60% for climate related expenditures. It is anyhow foreseen that the transport sector can reach, at least 80% of climate related expenditures by 2027. CEF will continue to mainly support investments regarding the sustainability and efficiency of transport and will set-up the support provided to alternative fuel infrastructure.

¹⁸ Estimate

Source of data: INEA		
Baseline (2014-2020)	Interim milestone	Target (2024)
0	on path	80% of CEF II Transport committed expenditures
<p>Result indicator: Number of alternative fuel supply points built or upgraded with the support of CEF</p> <p>Explanation: The indicator aims at monitoring and measuring the CEF programme, fulfilling the specific objective of contributing to the development of projects of common interest related to efficient interconnected and multimodal networks and infrastructure for smart, interoperable, sustainable, inclusive, accessible, safe and secure mobility (art. 3.2. a). i) of CEF II Regulation). It measures the number of alternative fuel supply points built or upgraded with the support of CEF in all transport modes</p> <p>Source of data: INEA</p>		
Baseline (2014-2020)	Interim milestone	Target (2024)
13000 alternative fuel supply points built or upgraded	n/a	support provided for building at least 50000 additional alternative fuel supply points
<p>Result indicator: Proportion of proposed legislative revisions that include burden reduction measures</p> <p>Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate administrative burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.</p> <p>Source of data: DG MOVE</p>		
Baseline	Interim milestone (2022)	Target (2024)
N/A	Positive trend	Positive trend

General objective 2: A Europe fit for the digital age

Impact indicator 1: Aggregate score in the Digital Economy and Society Index (DESI)¹⁹

Explanation: DESI is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU Member States in digital competitiveness. Higher values indicate a better performance

Source of the data: [DESI](#)

Methodology for calculating the indicator: The DESI index is calculated as the weighted average of the five main DESI dimensions: 1 Connectivity (25%), 2 Human Capital (25%), 3 Use of Internet (15%), 4 Integration of Digital Technology (20%) and 5 Digital Public Services (15%)

Baseline (2019)	Interim milestone (2022)	Target (2024)
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¹⁹ EU28 data. EU27 data not available.

52.45	Increase	Increase
Impact indicator 2: Enterprises selling online (transport and storage sector)		
Explanation: The indicator measures the percentage of enterprises (with 10 or more persons employed) with at least 1% of their turnover generated through e-sales		
Source of the data: Eurostat (Eurostat online data code: jsoc_ec_eseln2)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
17%	Increase	Increase
Impact indicator 3: The share of companies adopting artificial intelligence		
Explanation: This indicator measures the percentage of European companies adopting artificial intelligence (AI)		
Source of the data: European Commission Study on AI		
Baseline (2019)	Interim milestone (2022)	Target (2024)
25%	Increase	Increase

Specific objective 2: A smart and innovative transport sector that makes the most of digitalisation and automation, supported by adequate funding	Related to spending programme(s): N/A
Result indicator: Creating a European mobility data space	
Explanation: The indicator measures how DG MOVE will make mobility smarter by setting-up a European mobility data space thereby contributing to shape Europe's digital future, as defined in the European strategy for data (COM(2020) 66 final). It includes, among others, reviews of the Directive on harmonised river information services, the Directive on intelligent transport systems, including its delegated regulations and the establishment of a stronger coordination mechanism to federate the National Access Points (NAP) established under the ITS Directive, an amendment to the Single European Sky.	
Source of data: Relevant Commission initiatives	
Baseline 2020	Interim milestone (2022)
Deliver initiatives listed in the EU data strategy for 2020	Data sets established as foreseen in the Regulation on Maritime Single Window and in the Regulation on electronic freight transport Regulatory framework for interoperable data-sharing in rail transport reviewed
	Target (2024)
	Operational All activities mentioned in the EU data strategy are completed Several projects are co-funded by EU programmes such as Digital Europe Programme
Result indicator: Proportion of proposed legislative revisions that include burden reduction measures	
Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.	

Source of data: DG MOVE		
Baseline	Interim milestone (2022)	Target (2024)
N/A	Positive trend	Positive trend

General objective 3: An economy that works for people		
Impact indicator 1: Real GDP growth rate		
Explanation: Gross domestic product (GDP) is a measure of the economic activity, defined as the value of all goods and services produced less the value of any goods or services used in their creation		
Source of the data: Eurostat (Eurostat online data code: TECO0115)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
1.5%	Increase	Increase
Impact indicator 2: Investment share of GDP		
Explanation: The investment share of GDP measures the investment for the total economy, government and business, as well as household sectors. The indicator is calculated as the share of GDP used for gross fixed capital formation		
Source of the data: Eurostat (Eurostat online data code: sdg_08_11)		
Baseline (2018)	Interim milestone (2022)	Target (2024)
21.43%	Increase	Increase
Impact indicator 3: European Union trade openness		
Explanation: This indicator measures the degree of EU openness to trade by dividing the total extra EU trade (goods and services, imports and exports) by total EU gross domestic product (GDP) in current prices. Trade openness is necessary to enable EU firms to remain globally competitive. Exporting firms are more productive than other firms and support millions of jobs across the EU, while imports allow the EU to tap into others countries' resources or new / cheaper intermediate and final goods, services, ideas and technologies		
Source of the data: Eurostat (Balance of payments, National Accounts data); Table (Eurostat online data code: bop_gdp6_q)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
42.6%	Increase	Increase

Specific objective 3.1: A fully integrated and connected Trans-European Transport network with appropriate funding for a robust and modern European transport infrastructure with fully restored connectivity	Related to spending programme: Connecting Europe Facility
Result indicator: Number of cross-border and missing links addressed with the support of CEF	
Explanation: This indicator measures the number of cross-border and missing links addressed with the support of CEF (including actions relating to urban nodes, regional cross-border rail connections, multimodal	

platforms, maritime ports, inland ports, connections to airports and rail-road terminals of the TEN-T core and comprehensive network

Source of data: INEA

Baseline	Interim milestone (2024)	Target (2030)
0	10	300

Result indicator: Proportion of proposed legislative revisions that include burden reduction measures

Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.

Source of data: DG MOVE

Baseline	Interim milestone (2022)	Target (2024)
N/A	Positive trend	Positive trend

Specific objective 3.2: An efficient and accessible internal market for transport that drives economic recovery and is governed by clear rules that are applied and enforced consistently

Related to spending programme(s): N/A

Result indicator: Transposition rate in transport legislation (%)

Explanation: To ensure that the Member States comply with their obligations to notify the implementing measures within the time limits set by the directives

Source of data: MOVE.A4

Baseline (2019)	Interim milestone (2022)	Target (2024)
99,8%	NA	99% of Directives to be transposed in any given year (target used by the Commission for the Single Market Scoreboard)

Result indicator: Number/share of women in the transport sector

Explanation: Only 22 % women currently work in the transport sector. This figure is at risk to decrease even further because of persisting stereotypes, unattractive working conditions and digitalisation/automation.

Source of data: Eurostat, Labour Force Survey

Baseline (2017)	Interim milestone (2022)	Target (2024)
22%	Maintain or increase percentage	Maintain or increase percentage

Result indicator: Passengers' awareness of their rights and passengers' complaints to enforcement authorities

Explanation: Not all passengers are aware of their rights when transport service disruptions occur; carriers,

authorities and the European Commission are therefore used to perform awareness campaigns to improve the situation. Moreover, national enforcement authorities aim to monitor the implementation of the passenger rights regulatory framework and report on the overall level of compliance to the European Commission regularly.

Source of data: Eurobarometer surveys and National Enforcement Bodies' (NEB) activity reports as far as available²⁰ Europe Direct Contact Centre (EDCC) 2019 Annual Activity Report, DG GROW (Figures for the Your Europe passenger rights website)

Baseline 2019	Interim milestone	Target (2024)
6,615 questions to EDCC (7th most popular subject)	increase	increase
Visits of the Your Europe passenger rights website: 2.9 million	Increase	Increase
35% of European citizens benefited from strengthened air passenger rights (annual Standard Eurobarometer Spring edition)	+2%/year	45%
43% of Europeans citizens who travelled long-distance know the EU has established passenger rights (outcome of the next Special Eurobarometer on passenger Rights planned for 2022 with field work in 2023)	+1.5%/year	50%

Result indicator: Percentage of rail PSO contracts competitively awarded

Explanation: in 2016, over 60% of total EU rail passenger kilometres were travelled on services provided under a PSO, and PSO compensation remains a significant source of revenue for railway undertakings in a majority of Member States. PSO is used more for domestic and regional rail services than for long-distance services; only a few countries reported having a PSO on international services. Competitive tendering was used for only 41% of all PSO services active in 2016, almost exclusively in three States that liberalised early (the United Kingdom, Germany and Sweden). Thanks to the Fourth Railway Package, competitive tendering will gradually become the rule, with direct award only allowed in exceptional cases.

Source of data: RMMS, 2018, Figure 14

Baseline (2016)	Interim milestone (2022)	Target (2024)
41 %	Increase	Increase

Result indicator: Proportion of proposed legislative revisions that include burden reduction measures

Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.

²⁰ Eurobarometer Standard No 91, Spring 2019, and Eurobarometer Special No 485 on passenger rights, January 2020.

Source of data: DG MOVE

Baseline	Interim milestone (2022)	Target (2024)
N/A	Positive trend	Positive trend

General objective 4: A stronger Europe in the world

Impact indicator 1: Readiness of enlargement countries on economic criteria

Explanation: This indicator aims at showing where the enlargement countries stand in terms of their preparations for meeting key areas of the two economic accession criteria, namely the existence of a functioning market economy and the capacity to cope with competitive pressures and market forces within the EU. It is given as an overall sum of enlargement countries. It is measured on a scale from 1 to 5

Source of the data: European Commission

Methodology for calculating the indicator: : In each of the areas, the state of play (i.e. the readiness) is assessed according to the following five-tier standard assessment scale:

1. Early stage
2. Some level of preparation
3. Moderately prepared
4. Good level of preparation
5. Well advanced

Baseline (2019)	Interim milestone (2022)	Target (2024)
2.64	Increase	Increase

Impact indicator 2: European Union preferential trade and investment agreements

Explanation: This indicator shows the percentage of EU trade in goods and services as well as investment covered by applied EU preferential trade and investment agreements

Source of the data: DG TRADE based on Eurostat data (datasets: ext_lt_intertrd,bop_its6_tot, bop_fdi6_geo) [for the raw indicators ([goods](#), [services](#) and [FDI stocks](#)); [DG Trade](#) for the list of countries covered by trade and investment agreements

Baseline (Goods: 2016-2018 average Services and FDI: 2015-2017 average)	Interim milestone (2022)	Target (2024)																																																																																	
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Specific objective 4: A European Union that acts united in cooperation with key partners and neighbours to improve

Related to spending programme(s): N/A

connectivity links, open-up new market opportunities and promote high safety and security standards

Result indicator: Number of international comprehensive air transport agreements signed with partner countries

Explanation: This indicator measures the total number of air transport agreements signed with partner countries. In order to achieve the target for 2024, DG MOVE will need to obtain additional negotiating mandates from the Council. To this effect, DG MOVE will carry out the necessary supporting studies and start exploratory discussions with EU Member States and potentially interested third countries.

Source of data: MOVE.E2

Baseline	Interim milestone	Target
2019	(2022)	(2024)
8 (Western Balkan countries, Morocco, Jordan, Georgia, Moldova, Israel, United States and Canada)	16 (End-2019 + Ukraine, Armenia, Tunisia, Qatar, ASEAN, Oman, United Kingdom and Azerbaijan)	20

General objective 5: Promoting our European way of life

1. Impact indicator 1: Avoidable mortality

Explanation: Avoidable mortality refers to two sets of indicators - preventable and treatable deaths. (1) Preventable mortality refers to causes of death that can mainly be avoided through effective public health and primary prevention interventions (i.e. before the onset of diseases or injuries to reduce incidence). (2) Treatable mortality are causes of death that can mainly be avoided through timely and effective health care and treatment (i.e. after the onset of diseases to reduce case-fatality)

Source of the data Eurostat (Eurostat data code: [sdg_03_42](#))

Methodology for calculating the indicator: [Specific metadata](#)

Baseline	Interim milestone	Target
(2016)	(2022)	(2024)
<i>Preventable deaths:</i> 160.93 per 100 000 inhabitants	Decrease	Decrease
<i>Treatable deaths:</i> 93.14 per 100 000 inhabitants	Decrease	Decrease

Specific objective 5: High levels of transport safety and security are ensured and new security and safety challenges are addressed

Related to spending programme(s): N/A]

Result indicator: Total number of road fatalities in the EU

Explanation: This indicator monitors progress towards the EU target to reduce by 50% the total number of road fatalities between 2020 and 2030. It is based on data reported to the Commission by Member States. Fatalities are all persons deceased within 30 days of the accident. The target is part of the EU road safety policy framework 2021-2030.

Source of data: CARE database (https://ec.europa.eu/transport/road_safety/specialist/statistics_en)

Baseline	Interim milestone	Target
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(2020 ²¹)	(2024) [please introduce an additional column if necessary]	(2030)
N/A	Reduction by 24% (proportionate to 10-year target)	Reduction by 50%
<p>Result indicator: Proportion of proposed legislative revisions that include burden reduction measures</p> <p>Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.</p> <p>Source of data: DG MOVE</p>		
Baseline	Interim milestone (2022)	Target (2024)
N/A	Positive trend	Positive trend

²¹ The fatality reduction target for 2030 was set in the EU Road Safety Policy Framework 2021-2030 (COM(2018) 293 final). Due to containment measures during the COVID-19 crisis, leading to extreme decreases in road traffic, it is clear that 2020 will be an outlier year. A possible option would be to refer to the 2019 figure instead (tbc). In 2019, there were 22.800 road fatalities in the EU.