



European
Commission

Management Plan 2023

DG CLIMATE ACTION

Introduction.....	3
PART 1. Delivering on the Commission’s priorities: main outputs for 2023	6
Part 2: Modernising the administration – main outputs for 2023.....	16
A. Human resource management	16
B. Sound financial management	17
C. Fraud risk management	19
D. Digital transformation and information management.....	19
E. Sound environmental management.....	21
F. Initiatives to improve the economy and efficiency of financial and non-financial activities	21
Annex: Performance tables.....	23
Part 1: Delivering on the Commission’s priorities – main outputs for 2023	23
Part 2: Modernising the administration – main outputs for 2023.....	28

Introduction

The Directorate-General for Climate Action (DG Climate Action) leads the European Commission's efforts to fight climate change at European and international levels. Its mission is to formulate and implement **EU climate policies and strategies** so that the EU can become the world's first climate-neutral and climate-resilient continent by 2050. DG Climate Action plays a leading role in developing and facilitating the implementation of cost-efficient policies and legislation **to deliver the European Green Deal**, one of the six headline ambitions of this Commission.

This management plan defines the **most important outputs that DG Climate Action will deliver in 2023** to reach the objectives set in its **Strategic Plan 2020-2024**. The management plan follows the structure of the strategic plan. **Part 1** describes DG Climate Action's **main policy deliverables**. **Part 2** explains the main steps DG Climate Action intends to take to **modernise its operations**. Performance tables are presented in the annex.


During the first 3 years of this Commission's mandate, DG Climate Action worked intensively on delivering major **European Green Deal initiatives** (e.g. the Climate Law, the 2030 climate target plan, the climate policy proposals under the fit for 55 legislative package, the new EU adaptation strategy and the European Climate Pact) to make Europe the first climate-neutral continent in the world and to reduce net greenhouse gas (GHG) emissions by at least 55 % by 2030 compared to 1990. The year 2023 will mark a shift towards **implementing the fit for 55 legislation**, once formally adopted by the co-legislators; **engaging with other countries** in multilateral, plurilateral and bilateral contexts to increase global climate ambition; and preparing the proposal for the **2040 climate target plan**. In addition, to respond to the intensifying negative climate impacts in the EU and beyond – and increasing public concern – DG Climate Action will aim to significantly upgrade the visibility of its work in the areas of preparedness, risk management and adaptation, including the **European climate risk assessment**, which is due to be completed at the end of 2023.

DG Climate Action's main priorities for 2023 are as follows.

- DG Climate Action will **secure agreement from co-legislators** on the remaining **Commission proposals** ⁽¹⁾ to deliver on the new and more ambitious target to reduce net GHG emissions by at least 55 % by 2030. At the end of 2022, co-legislators politically agreed the revised proposals on the EU emissions trading system (ETS); the market stability reserve; the establishment of the Social Climate Fund; the effort sharing regulation; the land use, land-use change and forestry (LULUCF) regulation; and the CO₂ emissions performance standards for cars and

⁽¹⁾ COM(2021) 555 final, COM(2021) 551 final, COM(2021) 552 final, COM(2021) 554 final, COM(2021) 571 final, COM(2021) 568, COM(2021) 556 final, COM(2019) 38 final

vans. DG Climate Action will support co-legislators in reaching an agreement on the **fluorinated greenhouse gases (F-gas) regulation** ⁽²⁾, the **ozone** regulation ⁽³⁾ and the new regulatory framework for the **certification of carbon removals** ⁽⁴⁾.

- DG Climate Action will finalise the review of the **CO₂ emission standards for heavy-duty vehicles (HDVs)** ⁽⁵⁾ to contribute to the stepped-up 2030 and 2050 climate objectives, and to foster innovation in zero-emission technologies.
- DG Climate Action will finalise the preparation of the new **EU framework for forest monitoring and strategic plans**, in cooperation with the Directorate-General for Environment (DG Environment), with the aim of developing an EU-wide forest observation framework.
- DG Climate Action will prepare an impact assessment and conduct a public consultation regarding setting an **EU-wide GHG target for 2040** and an indicative GHG budget for 2030–2050.
- Together with the Directorate-General for Energy (DG Energy), DG Climate Action will prepare a **carbon capture, utilisation and storage (CCUS) strategy** to assess what role CCUS can play in decarbonising the EU economy and what measures would be necessary to optimise its potential.
- Together with DG Energy, DG Climate Action will analyse the **draft updated national energy and climate plans (NECPs)** that Member States must submit by 30 June 2023, taking into account the energy crisis triggered by Russia's war of aggression against Ukraine and the EU's REPowerEU plan. In addition, DG Climate Action will assess whether the updated draft plans are fit to deliver on the increased climate ambition for 2030 and will prepare its recommendations.
- DG Climate Action will start preparing the **implementing legislation** stemming from the revision of the **legislation that is part of the fit for 55 package**, that is, delegated and implementing acts related to the revision of the ETS directive and the new sectors, the Social Climate Fund, the Innovation Fund, the Modernisation Fund, the effort sharing regulation, the LULUCF regulation, the CO₂ emissions performance standards for cars and vans, etc.
- DG Climate Action will revise the delegated regulation for the **Innovation Fund** in order to implement the domestic leg of the  ⁽⁶⁾ **EU Hydrogen Bank**.
- In the wake of the recent extreme weather events, DG Climate Action will enhance visibility and citizens' awareness of Commission work in **risk assessment**,

⁽²⁾ COM(2022) 150 final

⁽³⁾ COM(2022) 151 final

⁽⁴⁾ COM(2022) 672 final

⁽⁵⁾ This initiative was presented as part of the 2022 Commission work programme but was postponed to 2023.

⁽⁶⁾ Initiatives that are part of the 2023 Commission work programme are marked with this icon.

disaster readiness and preparedness to support the acceleration of smarter and more systemic adaptation to climate change in the EU and beyond, including through progress on the first European **climate risk assessment**, and a new phase in the implementation of the Horizon Europe **EU Mission on Adaptation** to Climate Change.

- DG Climate Action will lead the EU in the international climate negotiations at the 28th session of the Conference of the Parties (**COP28**) to the United Nations Framework Convention on Climate Change (UNFCCC), scheduled for December 2023 in the United Arab Emirates, and support the EU's contribution to the **first global stocktake** under the Paris Agreement;
- DG Climate Action will step up engagement with citizens, civil society and stakeholders at all levels, including with the aim to consolidate a range of inputs on the progress made, with a view to feeding into the 2023 global stocktake at COP 28. It will also extend and upgrade the **European Climate Pact** in order to fully exploit its potential for encouraging further action, raising citizens' awareness as well as harnessing, discussion about EU action and upcoming policy proposals with citizens at regional and local levels;
- DG Climate Action will strengthen **bilateral relations and climate cooperation** with non-EU countries through strategic dialogues, just energy transition partnerships (JETPs), green alliances and green partnerships, focusing on advanced and emerging economies.

PART 1. Delivering on the Commission’s priorities: main outputs for 2023

Specific objective 1 – MITIGATION: Climate neutrality is achieved by 2050 through a well-functioning EU carbon market and a fair regulatory framework for the EU and its Member States to reduce emissions

Interinstitutional negotiations

Good progress was made last year in the **interinstitutional negotiations on the fit for 55 package** ⁽⁷⁾. In 2023 DG Climate Action will continue to engage actively with the co-legislators to conclude agreements on the remaining legislative proposals. DG Climate Action will facilitate discussions between co-legislators, sharing its expert knowledge, with the aim of reaching a general agreement on the revision of the **F-gas regulation**, the **ozone regulation** and the new regulatory framework for the **certification of carbon removals** as quickly as possible. DG Climate Action will also continue to engage on legislative proposals that are under negotiations led by other Commission’s services but are closely related to climate policy, such as the new EU ETS-based own resource for the EU (together with the Directorate-General for Budget (DG Budget)), the amendment of the fuel quality directive ⁽⁸⁾ as part of the revision of the renewable energy directive ⁽⁹⁾ (together with DG Energy) and the implementation of the regulation on the Carbon Border Adjustment Mechanism ⁽¹⁰⁾ (together with the Directorate-General for Taxation and Customs Union (DG Taxation and Customs Union)).

Remaining legislative proposals to deliver on the objectives of the European Green Deal

In 2023, DG Climate Action will finalise the preparation of two legislative proposals to deliver on the latest commitments of this mandate regarding the objectives of the European Green Deal.

First of all, it will finalise the review of the **CO₂ emission standards for HDVs** ⁽¹¹⁾. Its main objectives are to reduce CO₂ emissions from HDVs in a cost-effective manner in order to contribute to the stepped-up 2030 and 2050 climate objectives, while contributing to the

⁽⁷⁾ The following regulations were agreed by co-legislators in 2022: the EU ETS, the market stability reserve, the establishment of the social climate fund, the revised regulation on the CO₂ standards for cars and vans, the effort sharing regulation and the LULUCF regulation.

⁽⁸⁾ Directive 98/70/EC of the European Parliament and of the Council of 13 October 1998 relating to the quality of petrol and diesel fuels and amending Council Directive 93/12/EEC, OJ L 350, 28.12.1998, p. 58.

⁽⁹⁾ COM(2021) 557 final

⁽¹⁰⁾ COM(2021) 564 final

⁽¹¹⁾ This initiative was presented as part of the 2022 Commission work programme but was postponed to 2023.

EU's energy security, providing benefits for transport operators and users, and strengthening the technological and innovation leadership of industry by channelling investments into zero-emission technologies.

Second, together with DG Environment, DG Climate Action will finalise the preparation of the new **EU framework for forest monitoring and strategic plans**. This legislative proposal, announced in the new EU forest strategy for 2030 ⁽¹²⁾, aims to develop an EU-wide forest observation framework to provide open access to accurate and timely information on the condition and management of EU forests, and the many products and ecosystem services they deliver. It is expected to increase public trust in forest management, reduce illegal logging, incentivise and reward more sustainable forest management, and support the adaptation of forests to climate change.

2040 climate target – preparatory work

DG Climate Action will make progress on the preparatory work for setting an EU-wide GHG target for 2040 and an indicative GHG budget for 2030–2050. DG Climate Action will prepare an impact assessment, assessing the economic and social impacts of the initiative, considering the best available science, economic modelling results and inputs from a variety of stakeholders. It will also collect stakeholders' inputs through a public consultation scheduled for the first half of 2023.

Carbon capture, utilisation and storage strategy

Together with DG Energy, DG Climate Action will prepare a CCUS strategy. CCUS will play an important role in delivering carbon neutrality in Europe by 2050. It provides a decarbonisation option for some hard-to-abate sectors. It could be instrumental in generating carbon removals. The initiative will assess what role CCUS can play in decarbonising the EU economy by 2030, 2040 and 2050, and what measures would be necessary to optimise its potential, including deployment of EU-wide CO₂ transport and storage infrastructure.

Implementation of the revised 2030 climate framework

DG Climate Action will start preparing the **implementing legislation stemming from** the revision of the **legislation that is part of the fit for 55 package**. In particular, it will prepare the implementing legislation for the strengthened EU ETS, with the inclusion of maritime; a new ETS for buildings and road transport; the revision of the EU ETS for aviation; and for the Social Climate Fund. DG Climate Action will also start preparing the implementing and delegated acts concerning free allocation, allocation adjustments following activity level changes, monitoring and reporting of emissions, verification of emissions and accreditation of verifiers, auctioning rules, the climate neutrality plans for ETS installations and the Union Registry. Furthermore, it will start preparing technical guidance on the compliance of measures and investments under the Social Climate Fund

⁽¹²⁾ COM(2021) 572 final

with the principle of ‘do no significant harm’. It will also prepare the rules to implement the revised effort sharing regulation, the revised LULUCF regulation, and the revised cars and vans regulation ⁽¹³⁾.

Other important outputs

The DG will continue to **implement EU climate legislation that is currently in force**, such as that for the EU ETS directive; the effort sharing regulation; the LULUCF regulation; the CO₂ emissions performance standards for cars and vans, and for HDVs ⁽¹⁴⁾; the fuel quality directive; the ozone regulation; the F-gas regulation ⁽¹⁵⁾; the directive on the geological storage of carbon dioxide ⁽¹⁶⁾; and the energy union and climate action governance regulation ⁽¹⁷⁾.

More details on the outputs planned for 2023 can be found in the Annex: Performance tables.

Specific objective 2 – MONITORING AND ENFORCEMENT: EU climate legislation is monitored through the Energy Union Governance, is properly applied and enforced and is mainstreamed in the European Semester process

In 2019–2020, Member States submitted to the Commission their final 10-year **NECPs** for 2021–2030 to implement the EU’s energy union objectives and the agreed EU 2030 energy and climate targets.

As a result of the European Green Deal, the energy crisis triggered by Russia’s war of aggression against Ukraine and the EU’s REPowerEU plan, policies and geopolitical circumstances have significantly evolved since the preparation of the initial NECPs in 2019–2020. **By June 2023, all Member States must submit an updated (draft)**

⁽¹³⁾ Proposal for a Regulation of the European Parliament and of the Council amending Regulation (EU) 2019/631 as regards strengthening the CO₂ emission performance standards for new passenger cars and new light commercial vehicles in line with the Union’s increased climate ambition (COM(2021) 556 final).

⁽¹⁴⁾ Regulation (EU) 2019/1242 of the European Parliament and of the Council of 20 June 2019 setting CO₂ emission performance standards for new heavy-duty vehicles and amending Regulations (EC) No 595/2009 and (EU) 2018/956 of the European Parliament and of the Council and Council Directive 96/53/EC, OJ L 198, 25.7.2019, p. 202.

⁽¹⁵⁾ Regulation (EU) 517/2014 of the European Parliament and of the Council of 16 April 2014 on fluorinated greenhouse gases and repealing Regulation (EC) No 842/2006 Text with EEA relevance, OJ L 150, 20.5.2014, p. 195.

⁽¹⁶⁾ Directive 2009/31/EC of 23 April 2009 on the geological storage of carbon dioxide and amending Council Directive 85/337/EEC, European Parliament and Council Directives 2000/60/EC, 2001/80/EC, 2004/35/EC, 2006/12/EC, 2008/1/EC and Regulation (EC) No 1013/2006, OJ L 140, 5.6.2009, p. 114.

⁽¹⁷⁾ Regulation (EU) 2018/1999 of 11 December 2018 on the governance of the energy union and climate action, amending Regulations (EC) No 663/2009 and (EC) No 715/2009 of the European Parliament and of the Council, Directives 94/22/EC, 98/70/EC, 2009/31/EC, 2009/73/EC, 2010/31/EU, 2012/27/EU and 2013/30/EU of the European Parliament and of the Council, Council Directives 2009/119/EC and (EU) 2015/652 and repealing Regulation (EU) No 525/2013 of the European Parliament and of the Council, OJ L 328, 21.12.2018, p. 1.

version of their plans for 2021–2030 to reflect experiences with the implementation of the NECPs so far, introduce the necessary changes to increase the ambition of the plans and reflect emerging priorities. The update will focus on the need for more ambitious climate action, by embedding the **new and revised energy and climate targets included in the fit for 55 package and the REPowerEU proposals** in their draft NECP updates, and a faster clean energy transition and enhanced energy security.

Reaching climate neutrality at EU level by 2050 and reducing net GHG emissions by at least –55 % by 2030 compared to 1990 is a **substantial increase from the previous target**, on the basis of which Member States prepared their initial NECPs. Together with DG Energy, DG Climate Action will **assess the draft updated plans** and, in particular, whether the objectives, targets and contributions are sufficient for the collective achievement of the energy union, REPowerEU and Climate Law objectives, including those for 2030. The two directorates-general will together prepare possible **Commission recommendations** on the draft plans, which will be issued by the end of 2023.

In March 2023, Member States will submit progress reports on the implementation of their NECPs for the first time. DG Climate Action will contribute to the **state of the energy union report** (together with DG Energy) and the **2023 climate action progress report**, showing the progress made towards reaching energy and climate objectives, including an assessment of the progress towards climate neutrality and achieving the adaptation objectives, and assessment of the consistency of EU and national measures with those objectives, as provided for in the Climate Law.

Following the entry into force of the fit for 55 package, the Member States should assess whether their **strategic plans under the common agricultural policy** reflect the higher climate ambition and, if necessary, whether they should update them. DG Climate Action, together with the Directorate-General for Agriculture and Rural Development, will evaluate those updates.

In 2023, DG Climate Action will continue to work on ensuring the adequate reflection of climate priorities in the **European semester process**, the implementation of the **recovery and resilience plans** and the assessment of the Member States' **REPowerEU chapters**.

Together with DG Energy, DG Climate Action will start to prepare a report on the operation of the energy union and the climate action governance regulation ⁽¹⁸⁾.

In 2023, DG Climate Action will continue to monitor Member States' application of EU law, and will take appropriate action to promote and enforce compliance.

More details on the outputs planned for 2023 can be found in the Annex: Performance tables.

⁽¹⁸⁾ In line with Article 45 of the regulation.

Specific objective 3 – FINANCE: Climate-related spending mainstreamed in the EU budget and in private funds to finance the green and just transition and invest in particular in low carbon and other climate innovations

DG Climate Action will continue to manage four financial programmes, namely the **EU ETS Innovation Fund**; the **EU ETS Modernisation Fund**; the subprogramme ‘**climate mitigation and adaptation**’ of the **financial instrument for the environment (LIFE) programme**; and **Horizon Europe’s cluster 5**, which is related to climate, energy and mobility, together with the Directorate-General for Research and Innovation, DG Energy and the Directorate-General for Mobility and Transport. DG Climate Action will ensure **policy supervision for, strategic planning of and policy feedback on the programmes**, whereas the implementation of its grant components is delegated to the European Climate, Infrastructure and Environment Executive Agency (**CINEA**).

In 2023, DG Climate Action – together with CINEA – will select projects to be financed by the Innovation Fund under the **third call for large-scale projects** (launched at the end of 2022). DG Climate Action will also award grants for the projects preselected under the second call for small-scale projects, and will prepare the launch of the third call in spring 2023 (with a budget of EUR 100 million). Outreach and communication activities will be conducted, such as online and physical events to promote and discuss the calls’ scope and priorities, to familiarise applicants with the application process, and there will be knowledge-sharing events dedicated to specific sectors. DG Climate Action will also prepare and publish an Innovation Fund progress report.

Concerning the **Modernisation Fund**, DG Climate Action will continue to work very closely with the European Investment Bank to facilitate the implementation of the fund. DG Climate Action will assist the bank in ensuring a smooth roll-out of the two investment cycles that will take place in 2023. This includes supporting Member States in preparing their submissions of investment proposals, contributing to effective communication between Member States, the Directorate-General for Competition and the European Investment Bank during the assessment phase of the proposals, and preparing and adopting two disbursement decisions. DG Climate Action will also analyse the Member States’ annual reports on the implementation of the fund, and will support the European Investment Bank in preparing the Investment Committee report.

In addition, DG Climate Action will revise the **Innovation Fund delegated regulation** to operationalise a competitive bidding mechanism, and revise the Modernisation Fund implementing regulation⁽¹⁹⁾ to implement other changes stemming from the ETS directive’s revision. Subsequently, DG Climate Action aims to develop the terms of the first auction for

⁽¹⁹⁾ Commission Implementing Regulation (EU) 2020/1001 of 9 July 2020 laying down detailed rules for the application of Directive 2003/87/EC of the European Parliament and of the Council as regards the operation of the Modernisation Fund supporting investments to modernise the energy systems and to improve energy efficiency of certain Member States.

hydrogen production and publish these for public consultation. The first pilot auction is planned at the earliest for the end of 2023. Auctions under the umbrella of the Innovation Fund are considered the main option for the implementation of the domestic leg of the



EU Hydrogen Bank announced in the 2022 State of the Union address.

DG Climate Action will continue the implementation of the **NER300** programme, and the related use of unspent NER300 funds in the InnovFin energy demo projects and connecting Europe facility programmes. DG Climate Action will also participate in the implementation of the **InvestEU** programme with regard to the use of EUR 100 million from the Innovation Fund as an additional guarantee for the European Investment Bank lending money to more risky decarbonisation projects.

In close collaboration with CINEA, DG Climate Action will evaluate the proposals submitted under the second call for proposals launched in May 2022 under the **2021–2027 LIFE programme**, and will prepare calls for proposals to be launched in the second quarter of 2023. Together with DG Environment, DG Climate Action will conduct the ex post evaluation of the 2014–2020 LIFE programme, which will be finalised by the end of 2023.

DG Climate Action will be actively involved in the implementation of the **Horizon Europe programme**. As co-chair of cluster 5 on climate, energy and mobility, DG Climate Action will define the climate research focus of this cluster together with other Commission services. DG Climate Action will also contribute to the programming under Horizon Europe cluster 6 on food, bioeconomy, natural resources, agriculture and the environment; and under cluster 4 on digital, industry and space. It will also continue to pursue, together with the different directorates-general involved in Horizon Europe, the mainstreaming of climate relevance across the programme. In addition, DG Climate Action is strongly involved in the EU missions under Horizon Europe, and is responsible for the **mission on adaptation** to climate change.

The Commission decided to **mainstream climate across EU policies and spending**, which includes increasing the climate mainstreaming target of the EU, bringing it up to an overall target of 30 % of spending contributing to climate action in the next multiannual financial framework (2021–2027). DG Climate Action will continue to encourage the lead spending directorates-general to ensure effective climate mainstreaming in their individual programmes, including at the monitoring stage of programme implementation.

In the field of **sustainable finance**, DG Climate Action will continue to promote high ambitions in the implementation of the renewed sustainable finance strategy (led by the Directorate-General for Financial Stability, Financial Services and Capital Markets Union (DG Financial Stability, Financial Services and Capital Markets Union)) and, more specifically, the integration of climate considerations into the corporate and financial market rules and tools. For example, in 2023, DG Climate Action will contribute to the environmental taxonomy delegated act and other disclosure initiatives, and to the actions taken to strengthen environmental, social and governance ratings and to better address climate-

related financial stability risks. It will also contribute to deepening international cooperation on sustainable finance to increase alignment with climate action priorities.

More details on the outputs planned for 2023 can be found in the Annex: Performance tables.

Specific objective 4 – COMMUNICATION AND DIALOGUE: A voice and a space is given to citizens, cities, regions and all stakeholders to design and implement climate actions, share information, launch grassroots activities and showcase solutions that others can follow through the Climate Pact and the EU Covenant of Mayors

DG Climate Action will **reach out to the general public, stakeholders, multipliers and the media** using a variety of communication channels and tools (websites, social media, newsletters and events). The communication will work both ways: on the one hand, DG Climate Action will ensure that input from stakeholders supports the policy cycle, providing policymakers with the best possible evidence base; on the other hand, it will provide citizens and stakeholders with clear and objective information on the climate crisis, and EU climate policy and actions, highlighting and showcasing the EU's global role. To that end, DG Climate Action will work closely with the Commission's spokesperson's service, Executive Vice-President Timmermans's cabinet and other Commission services, as necessary.

DG Climate Action will also step up engagement with citizens, civil society and stakeholders at all levels, including via the **European Climate Pact**, which aims to inform, inspire and encourage people and organisations across Europe to act and cooperate on climate action. As a new method of reaching out, particularly to millennials, social media engagement, including the use of influencers, will be further scaled up. A stocktaking event will be organised at the beginning of 2023 to mark 2 years of the pact, and a new contract for the Secretariat will start after the current one comes to an end in April 2023. During the implementation of the new contract, the aim is to significantly increase the interplay between the Commission's policy work and the pact by harnessing the pact's ability to serve as a lever for citizens to take action, reinforce change as well as a key communication vehicle for socialising the EU's action and policy proposals, and to more proactively inform involved local and regional actors about EU policy, available instruments and initiatives, such as the EU missions.

More details on the outputs planned for 2023 can be found in the Annex: Performance tables.

Specific objective 5 – ADAPTATION AND RESILIENCE: EU society (people, nature and welfare) is increasingly climate-resilient, adapted and equipped, protected and insured against the adverse impacts of climate change

The **implementation of the 2021 EU strategy on adaptation** is a multi-year effort, and it will continue apace in 2023. Much of it will be delivered in collaboration with and under the leadership of other directorates-general, helping to integrate adaptation into sectoral policies. Important progress is expected in 2023 on a number of actions for which

DG Climate Action is in the lead. However, it is clear that, as climate impacts have drastically increased over the past few years in Europe and beyond, there are mounting expectations for the EU to respond to these developments and step up its efforts to enhance societal preparedness for the inevitable consequences of climate change that will occur even in the 1.5 degrees scenario. In line with this, DG Climate Action will aim to raise awareness of its ongoing work and decisively communicate about the more forward-looking initiatives aiming both to upgrade adaptation and resilience planning at Member State level, and to better identify EU-level policy responses to future threats.

The bulk of the work on the first **European climate risk assessment** will be undertaken in the course of 2023. This assessment was launched in October 2022 and is conducted by the European Environment Agency on behalf of the Commission. It aims to provide a comprehensive assessment and evaluation of current and future climate change impacts on and risks for the environment and society that are of particular relevance at European level, based on existing literature. The report will be published in the first quarter of 2024. DG Climate Action plans for the report to publish simultaneously with a Commission communication that will propose focused actions across policy areas, with the aim of informing reflections about the political priorities of the next Commission.

DG Climate Action will organise two plenary meetings as part of the ongoing **climate resilience dialogue** to strengthen the collective understanding between insurers, reinsurers and other stakeholders, with the objective of narrowing the climate protection gap (i.e. the proportion of uninsured losses from climate-related disasters). The dialogue will allow the advancement of the insurance industry's contributions to adaptation, from actions to increase climate risk insurance penetration among industry and other stakeholders, to incentives and investment in good adaptation solutions.

The Horizon Europe EU **Mission on Adaptation** to Climate Change aims to foster a step change in adaptation at regional/subnational level, supporting at least 150 European regions and communities in accelerating their transformation towards climate resilience by 2030. In 2023, the mission will move to its next phase of operation in providing state-of-the-art knowledge and data on climate impacts and risks, supporting the development and testing of solutions to increase the climate resilience of key systems, and the demonstration of those solutions at scale and in real life. The mission implementation platform will be launched, with the provision of the first technical assistance services to participating regions.

The Commission will publish **guidelines for the development and updating of Member States' adaptation strategies and plans**. These will replace the 2013 guidelines and will work hand in hand with the adaptation support tool maintained on the European Climate Adaptation Platform (Climate-ADAPT) website. The **Policy Support Facility** will continue to assist local and regional authorities in moving from the development of adaptation strategies to their implementation, with 12 national workshops and the provision of technical assistance to cities and regions building on the well-established initiative of the EU Covenant of Mayors. More details on the outputs planned for 2023 can be found in the Annex: Performance tables.

Specific objective 6 – INTERNATIONAL NEGOTIATIONS: The level of ambition of other greenhouse gas emitters is increased thanks to the EU’s leading role in climate diplomacy in line with the Paris Agreement and SDG 13

DG Climate Action will organise and participate in numerous meetings with international partners, including both governments and non-state actors, with a view to building international support for the global transition to climate-neutral, resilient and sustainable economies. It will promote the acceleration of national actions and increasing ambitions, particularly with major emitters, on the implementation of the Paris Agreement.

DG Climate Action will lead the **EU international negotiations** in the context of the UNFCCC. COP28 will take place in December 2023 in the United Arab Emirates. In that context, DG Climate Action will support the Head of Delegation of the European Union to the UNFCCC and Paris Agreement negotiations, and will coordinate the work of the Paris Agreement Inter-Service Task Force.

COP28 will mark the conclusion of the first **global stocktake**, which is at the heart of the ambition cycle of the Paris Agreement, and facilitates the assessment of global collective progress in the thematic areas of mitigation, adaptation, and means of implementation and support. DG Climate Action will continue to work with the EU Member States to support the EU’s contribution to this process in order to ensure that its outcome will provide an important signal to the wider landscape of relevant actors to advance ambition and implementation, and steer real-world action.

DG Climate Action will also continue to work with the EU Member States to support the EU’s contributions to the other **negotiation mandates at COP28**, which include the conclusion of the Glasgow–Sharm el-Sheikh work programme on the global goal on adaptation, the mitigation work programme and the work programme on just transition, the ministerial meetings on pre-2030 ambitions and on just transition, the new collective quantified climate finance goal (post 2025), the dialogue on making finance flows consistent with the Paris Agreement goals, the selection of a host for the Santiago network on loss and damage, and the consideration of the transitional committee’s recommendations on the new funding arrangements to respond to loss and damage.

At COP28, DG Climate Action, together with other services, will organise **side events** to stimulate the debate on key thematic areas, engage observers, and facilitate dialogue with party delegates and other participants.

As in previous years, DG Climate Action will also organise the EU’s participation in the **Ministerial on Climate Action (MoCA)**, which is co-convened by the EU, China and Canada.

DG Climate Action will work with the European External Action Service and the EU Member States to mobilise diplomatic channels to advance cooperation, and will engage and collaborate with multilateral platforms and organisations such as the **G7** and **G20**, the **United Nations** family of institutions, and the Organisation for Economic Co-operation and

Development (**OECD**). DG Climate Action will further work on the correlation between climate action objectives and **trade** policies.

DG Climate Action will also participate in negotiations and meetings taking place in the context of the Montreal Protocol, the **International Maritime Organization (IMO)** and the **International Civil Aviation Organization (ICAO)**.

Bilateral relations and climate cooperation with non-EU countries will be strengthened through **strategic dialogues** and the deployment of external policy instruments, including the partnership and cooperation agreements and the Neighbourhood, Development and International Cooperation Instrument, in view of the goal to accelerate the transition to net-zero emissions. Due to their emissions profile, the focus will be on **advanced and emerging economies (the G20)**. **Enlargement and neighbourhood countries, and Africa**, will be given special attention, in line with the geographical priorities identified in the European Green Deal. DG Climate Action will manage and coordinate the EU climate dialogues project activities. In line with the agreed approach, DG Climate Action will pursue **green alliances** and **green partnerships**, as appropriate, with selected, progressive economies.

In cooperation with the European External Action Service and G7 partners, DG Climate Action will strongly support the implementation of the **JETP** with South Africa. Building on this innovative cooperation model, DG Climate Action will also support the development of additional JETPs with other partners that demonstrate the ambition to accelerate the decarbonisation of their power sectors. DG Climate Action is, in particular, co-leading the in the partnership with Vietnam, and will contribute to engagement with India, Indonesia and Senegal.

DG Climate Action will continue bilateral dialogues and participate in multilateral meetings on **international carbon markets**. It will support cooperation between carbon markets under the Florence process, in which ETS-operating countries discuss issues of common interest. This includes the preparation, organisation, delivery and follow-up of the annual meeting. It will further cooperate bilaterally on carbon markets with selected partners, including China, New Zealand and the United Kingdom.

DG Climate Action will work towards establishing EU positions on **climate finance** in the context of the international climate negotiations. It will support the development of international lending to finance the climate and energy transition, especially in developing countries, and promote the mobilisation of EU instruments to this end. For example, DG Climate Action will contribute to the preparation of the Council conclusions on climate finance, and will contribute to the debate on the commitment developed countries made at COP26 to double their collective share of adaptation finance. More details on the outputs planned for 2023 can be found in the Annex: Performance tables.

Part 2: Modernising the administration – main outputs for 2023

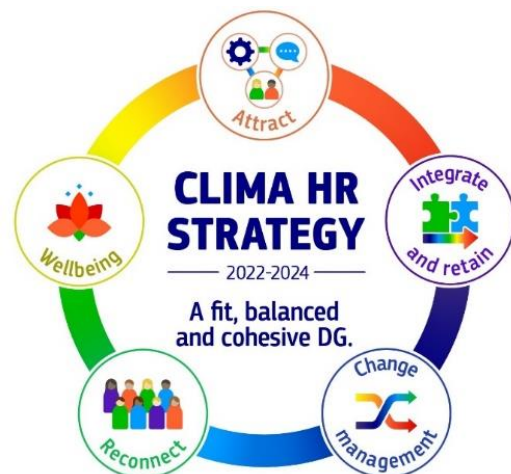
The internal control framework ⁽²⁰⁾ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG Climate Action has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and will be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

After 2022, a year of adaptation to change (involving in-depth reorganisation, the move and migration to a new building and flexible working environment, and the passing of the Director General), DG Climate Action will hopefully benefit from some stability in 2023. The work of DG Climate Action is still at the top of the Commission's priorities and is at the centre of a demanding political agenda (see Part 1 above).

The in-depth reorganisation that DG Climate Action underwent to adjust the organisation and staff allocation to its priorities needs to be fine-tuned 1 year on. The implementation of the local human resource **strategy adopted in mid 2022 is priority number one**. The action plan supporting this strategy is based on five pillars: attract competent staff by reaching out to the Permanent Representations for the under-represented Member States; successfully integrate newcomers through dedicated sessions, and retain and develop talent, focusing especially on women, but also on all those with high potential; reconnect post COVID-19, nurturing the corporate spirit; adapt to further changes; and take care of staff's well-being and resilience. Despite the further reinforcements received in 2022 and the focus on efficiency gains, there remains an imbalance in the DG between the human resources and workload linked to the heavy political agenda. This might compromise the wellbeing and work-life balance of staff as well as the timely and quality delivery of climate initiatives.



⁽²⁰⁾ European Commission, Communication to the Commission from Commissioner Oettinger – Revision of the internal control framework, C(2017) 2373 final.

DG Climate Action is also committed to addressing equality considerations and actions in its human resources strategy, notably those on gender and age distribution, as highlighted in its equality mainstreaming work plan.

To enable the recruitment of very specific profiles (such as modellers), DG Climate Action is taking part in a specialised Green Deal human resources / European Personnel Selection Office competition with DG Environment and DG Energy. In addition, DG Climate Action will continue its efforts to at least maintain the general current high level of staff commitment (72 %). Although it has already reached its objective in terms of women being appointed to middle management positions for the first time, in 2023, DG Climate Action will aim to progress further towards achieving the required gender balance of women in (middle) management positions. Moreover, attention will be paid to the recruitment of staff from under-represented Member States.

In the field of **internal communication**, DG Climate Action will continue to enhance its direct, efficient, inclusive and participatory communication to and with staff on policy- and staff-related matters. Human interest and personal profiles will feature on the intranet regularly to contribute to the sense of belonging. DG Climate Action will likewise further develop and implement its communication channels, and work on the gradual migration from intranet pages and collaborative tools to the cloud. In addition, as the climate dimension is increasingly mainstreamed in other EU policy areas, DG Climate Action will further communicate its actions across the Commission; engage with a wide range of stakeholders, including in the context of the Climate Pact; and collaborate with and provide support to corporate communication activities, such as back to school/university activities and the EU Eco-Management and Audit Scheme (EMAS) for a climate-neutral Commission.

B. Sound financial management

DG Climate Action aims to ensure the sound and efficient management of its financial resources, and to maintain effective internal control, risk management and accounting systems. It is committed to ensuring that the control procedures in place provide the necessary guarantees concerning the legality and regularity of the underlying transactions. **DG Climate Action focuses on ex ante control.** It has fully implemented the public procurement management tool and e-procurement tools for all of the procedures launched (middle-value procedures included), which safeguard the efficient management of public procurement files, enhancing sound financial management in DG Climate Action. In addition, for certain targeted procedures, a supplementary layer of ex ante controls is in place, namely the CLIMA Procurement Advisory Committee (CPAC), which involves authorising officers at middle and senior management levels. The committee checks the legality and regularity of procedures.

In the indirect management domain, DG Climate Action will continue collaborating closely with the European Investment Bank. With the support of the Directorate-General for International Partnerships, DG Climate Action continues to participate in the completion of

the '3 complementary pillars assessment' for signing contribution agreements with international organisations (e.g. the World Meteorological Organization).

All of the above measures have allowed DG Climate Action to ensure an **excellent budget implementation for both commitment and payment appropriations** thus far, and to ensure the very good result shown by the 'timely payments' indicator. DG Climate Action will continue the efforts necessary to maintain these high standards in 2023.

In addition, DG Climate Action pays significant attention to the financial cost of internal control. **The costs remain low and stable, and the necessary steps will be taken to maintain this trend in 2023.**

DG Climate Action, as one of the parent directorates-general of CINEA, will continue to regularly monitor whether CINEA acts in compliance with the legal framework and according to its mandate, and whether its operations function as they should. DG Climate Action will monitor CINEA via regular reporting at operational level and participation in the steering committee.

To ensure the safeguarding of digital assets and information, DG Climate Action performs regular risk assessments of the Union Registry, the main information system underpinning the EU ETS. In 2019, this resulted in a challenging security plan composed of 12 comprehensive security measures. Seven measures have been implemented; the other five measures are slower in their implementation, but are expected to be at least partially implemented in 2023. **A new risk assessment conducted in July 2022 proposes the implementation of a set of 10 additional security measures. The implementation of these measures will start in 2023, in full collaboration with the Directorate-General for Informatics (DG Informatics).** In addition, in 2023, DG Climate Action will continue its reflection and preparations to onboard the upcoming additional EU ETS sectors stemming from the extension of the current ETS to maritime transport, and establishment of a new ETS for buildings, road transport and other industries.

However, the evolving risk environment seems to be outpacing the Commission's capacity and institutional mandate to reinforce existing security measures and to implement new ones – particularly those related to regulatory compliance and risk exposure associated with financial instruments. Cyberattacks against public institutions are becoming more common over the years. In addition, the attractiveness of the Union Registry as a target has also increased due to the key role this information system and the EU ETS play within the European Green Deal, and due to a steeply rising carbon price in recent years. This growing market-based system demands more specialised profiles, which, in turn, translate into additional human and financial resource requests.

In parallel, an inter-service group led by DG Climate Action and comprising the Secretariat-General, DG Budget, DG Informatics, DG Financial Stability, Financial Services and Capital Markets Union, and DG Taxation and Customs Union is exploring alternative operating models for the Union Registry. It is expected that, in the course of 2023, an in-depth feasibility assessment and a cost-benefit analysis will be conducted to inform a possible

decision on the new modus operandi of the Union Registry (i.e. outsourcing through a delegation agreement). Meanwhile DG Climate Action and DG Informatics will continue to implement and enhance security measures to minimise the risks associated with the internal operation of the system.

Audits in the domain of climate policy are expected to continue to represent a heavy workload in 2023. DG Climate Action will pursue contributing to the **European Court of Auditors audits**, for example those concerning the mainstreaming of funding for climate adaptation in the EU budget, and cars CO2 emissions big data. DG Climate Action will also cooperate with the **Internal Audit Services** concerning several audits on the domain of programming and implementation of climate funds, and, for instance, on tracking and reporting for policy mainstreaming.

Throughout the year, DG Climate Action will continue to ensure the rigorous follow-up and timely implementation of all audit recommendations.

C. Fraud risk management

DG Climate Action will continue to implement its local **anti-fraud strategy covering 2021–2024**. The strategy's actions will focus on addressing the main risks previously identified in the area of finance and beyond. DG Climate Action will concentrate on an enhanced awareness-raising programme for its staff about possible fraudulent activities. For this purpose, a number of communication actions are planned.

In addition, DG Climate Action will pursue the deployment and the dissemination of anti-fraud measures, and capacity building for the effective detection and handling of potential fraud cases using, among other things, a new targeted fraud risk assessment in finance and policymaking. DG Climate Action will also monitor anti-fraud measures and capacity building for the effective detection and handling of potential fraud cases in the field of the EU ETS. DG Climate Action being a parent directorate-general of CINEA helps to ensure the monitoring and supervision of the anti-fraud strategy of this executive agency. DG Climate Action will also continue to participate in the Commission's Fraud Prevention and Detection Network, steered by the European Anti-Fraud Office (OLAF), and cooperation with the European Public Prosecutor's Office, if needed.

D. Digital transformation and information management

After the COVID-19 pandemic, which digitalised most of the paper-based processes, DG Climate Action's move to dynamic collaborative space and a new flexible working environment has further boosted its **digital transformation**. The **use of collaboration tools** has become instrumental in the proper inclusion of hybrid working in our daily work dynamics. Microsoft Teams has become the central tool of this transformation, for which

Microsoft Office 365 training sessions were essential. In 2023, DG Climate Action will continue with the organisation of internal workshops to increase its staff's **digital culture** regarding the use of digital collaboration tools, with a focus on Microsoft products, but not forgetting Webex, Skype and wikis. In consideration of the significant amount of **sensitive non-classified information (SNC)** managed by DG Climate Action, this internal training will have a special emphasis on the cybersecurity aspects of the digital platforms. This will complement the quarterly general information and communications technology (ICT) cybersecurity awareness sessions organised by the internal security team.

After having collaborated with DG Informatics on the definition of requirements to handle SNC in the new 'Welcome' information technology (IT) domain, and recognising the value of its innovative security features, the strong push to migrate all remaining non-critical users to this domain will continue in 2023, making it compulsory for users in units handling SNC documents and data. Along similar lines, the migration to the single integrated framework for collaboration, a new platform for communication and collaboration, will require an update of the internal sensitive information lists and of DG Climate Action's document-handling instructions, as well as a review of the internal training materials so that they cover the new platforms. DG Climate Action's **information and IT security rules** will keep up the high standards of the previous years, ensuring privacy by design and security by design in all information systems. Every information system in DG Climate Action relies on its own IT security plan, which is endorsed by the system's owners and included as an integral element of the overall IT plan. Following the update of the risk assessment of the Union Registry (DG Climate Action's largest and most critical system), in 2023 DG Climate Action will begin implementing the latest **IT security plan** in close cooperation with DG Informatics. In addition, also in collaboration with DG Informatics, the security of the cloud infrastructure will allow the development of SNC information systems in the cloud for the first time in 2023.

In the field of **data, information and knowledge management**, and in the spirit of enabling **digital-ready EU policymaking**, DG Climate Action will increase investments in the creation of data (up to Commission use-level datasets) in the EU data platform, ensuring sufficient data are available for effective policymaking. The first iteration of carbon market dashboards, developed in 2022 using Microsoft Power BI, will be enhanced and detailed. In addition, in 2023, DG Climate Action will launch pilot schemes to embed data dashboards into applications, instead of developing reporting web pages. A pilot scheme to replace the public EU ETS data portal with Microsoft Power BI is also planned. All of these plans will comply with the Commission-wide principles outlined in the Commission's European strategy for data. Data stewards in each unit are involved in further improving implementation for the key data assets, which are part of the Commission-wide data catalogue.

In the field of the **protection of personal data**, in 2023, DG Climate Action will continue the implementation of the European Commission's reviewed action plan. There is a particular focus on reaching 100 % staff awareness of data protection principles through targeted in-house training sessions, regular newsflashes in DG Climate Action's intranet

news section, and intranet pages. All external contracts issued, including secretarial support for the Climate Pact, will also include the necessary references to data protection requirements, and contractors will be systematically informed of DG Climate Action's expectation that these requirements will be applied rigorously. Another main focus is the continuous improvement of the quality of the data protection records and privacy statements, with a focus on the lawfulness of processing, a more detailed description of security measures and more accessible privacy statements. Finally, the personal data protection principles will also be further implemented in the document management advanced records system, and in managing requests for access to documents.

E. Sound environmental management

DG Climate Action will continue to actively contribute to the Commission's objective to become a climate-neutral organisation by 2030. In 2023, DG Climate Action will actively participate in implementing the action plan of the 2022 **greening the Commission communication** ⁽²¹⁾, also seeking synergies with the Climate Pact. DG Climate Action will participate in all actions to reduce energy and water consumption, sort waste and continue to raise staff awareness of these EMAS activities. With regard to staff and experts' travel, DG Climate Action will aim to significantly reduce its GHG emissions by favouring, wherever possible, remote and hybrid participation, and by encouraging and supporting low-carbon travel, to be monitored via the mission management tool. DG Climate Action will also continue to apply the Commission's guidelines on organising greener Commission meetings.

DG Climate Action will build on its good track record (e.g. being the incumbent and five-time winner of the Commission's VeloMai competition) to continue actively encouraging sustainable commuting. DG Climate Action will also **raise awareness of digital pollution and going paperless**. The DG adopted a green office supplies catalogue in 2022, and will gradually introduce green public procurement, where possible. DG Climate Action will continue to cooperate with DG Environment in the local action of creating a greener courtyard garden in the building they share, Breydel 2.

F. Initiatives to improve the economy and efficiency of financial and non-financial activities

Taking into consideration the high political importance of DG Climate Action's activities to be delivered within the constraints of limited human resources, DG Climate Action deployed a new organisation chart from mid January 2022. The **new chart** should contribute to more efficient and effective deployment of DG Climate Action staff, aligning with political

⁽²¹⁾ European Commission, Communication to the Commission – greening the Commission, C(2017) 2373 final.

priorities. One of the initiatives through which an efficiency gain is expected is the management of all the financial programmes overseen by DG Climate Action being centralised within one unit. Another is the migration of the management of access to documents to the administrative support unit.

In addition, the **mandate of DG Climate Action's CPAC was revised** to streamline the processes and reflect paperless working methods. To increase transparency and information accessibility, a new internet page dedicated to CPAC was created.

The **accelerated implementation of tools such as the public procurement management tool** and e-procurement tools will result in a synergy and efficiency gain of one full-time equivalent from January 2023.

At the end of 2022, DG Climate Action created the new tool for **briefings** using Teams, which aims to centralise and provide open access to the documents needed for a variety of briefings. The coming year will show if this initiative will achieve the expected efficiency gains.

Annex: Performance tables

Part 1: Delivering on the Commission's priorities – main outputs for 2023

General objective: A European Green Deal		
Specific objective 1: MITIGATION: Climate neutrality is achieved by 2050 through a well-functioning EU carbon market and a fair regulatory framework for the EU and its Member States to reduce emissions		
<i>Related spending programme(s): LIFE programme 2021–2027 (Regulation 2021/783 ⁽²²⁾)</i>		
Main outputs in 2023:		
New policy initiatives		
Output	Indicator	Target
Review of the CO ₂ emission standards for HDVs	Adoption by the Commission, including publication of the impact assessment	Q1 2023
New EU framework for forest monitoring and strategic plans	Adoption by the Commission	Q2 2023
Communication on carbon capture utilisation and storage deployment	Adoption by the Commission	Q4 2023
Public consultations		
Output	Indicator	Target
Public consultation on the 2040 climate target	Public consultation launched	Q1 2023
Other important outputs		
Output	Indicator	Target
Revision of the F-gas regulation (COM(2022) 150 final ⁽²³⁾)	Agreement by co-legislators	Q3 2023
Revision of the ozone regulation (COM(2022) 151 final ⁽²⁴⁾)	Agreement by co-legislators	Q3 2023

⁽²²⁾ Regulation 2021/783 of the European Parliament and of the Council of 29 April 2021 establishing a programme for the environment and climate action (LIFE), and repealing Regulation (EU) No 1293/2013, OJ L 172, 17.5.2021, p. 53

⁽²³⁾ Proposal for a regulation of the European Parliament and of the Council on fluorinated greenhouse gases, amending Directive (EU) 2019/1937 and repealing Regulation (EU) No 517/2014, COM(2022) 150 final

⁽²⁴⁾ Proposal for a regulation of the European Parliament and of the Council on substances that deplete the ozone layer and repealing Regulation (EC) No 1005/2009, COM(2022) 151 final.

Output	Indicator	Target
Regulation establishing an EU regulatory framework for the certification of carbon removals (COM(2022) 672 final ⁽²⁵⁾)	Agreement by co-legislators	Q4 2023
Procurement contracts	Contracts signed	14 contracts signed by 31 December 2023

General objective: A European Green Deal

Specific objective 2: MONITORING AND ENFORCEMENT: EU climate legislation is monitored through the Energy Union Governance, is properly applied and enforced and is mainstreamed in the European Semester process

Related spending programme(s): LIFE programme 2021–2027 (Regulation 2021/783)

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Commission assessment and possible recommendations on the Member States' draft updated national energy and climate plans for 2021–2023	Adoption by the Commission	Q4 2023
Contribution to reflection of climate priorities in the implementation of the recovery and resilience plans and in the assessment of the Member States' REPowerEU chapters	Delivery	2023
Integration of climate transitions into the European semester (annual sustainable growth strategy, country reports and country-specific recommendations)	Delivery	2023
State of the energy union report, including climate action progress report for 2023	Adoption by the Commission	Q3 2023
Procurement contracts	Contracts signed	Three contracts signed by 31 December 2023

⁽²⁵⁾ European Commission, Proposal for a regulation of the European Parliament and of the Council establishing a Union certification framework for carbon removals, COM(2022) 672 final.

General objective: A European Green Deal**Specific objective 3: FINANCE: Climate-related spending mainstreamed in the EU budget and in private funds to finance the green and just transition and invest in particular in low carbon and other climate innovations**

Related spending programme(s): LIFE programme 2021–2027 (Regulation 2021/783), EU budget, ETS funds outside the EU budget ⁽²⁶⁾

Main outputs in 2023:**New policy initiatives**

Output	Indicator	Target
Commission delegated regulation on competitive bidding under the Innovation Fund and implementation of other changes stemming from the revision of the ETS directive	Adoption	Q3 2023
Amendment of the Modernisation Fund implementing regulation following the changes stemming from the revision of the ETS directive	Adoption	Q3 2023

Evaluations and fitness checks

Output	Indicator	Target
Evaluation of the LIFE programme 2014–2020	Publication of the evaluation staff working document	Q4 2023

External communication actions

Output	Indicator	Target
Innovation Fund information day hybrid events to promote the launched calls	Number of participants per event (two events)	300 participants per event
Innovation Fund hybrid stakeholder workshops for the preparation of the large- and small-scale calls	Number of participants per event (four events)	50 participants per event
Knowledge-sharing hybrid events for Innovation Fund projects	Number of participants per event (two events)	50 participants per event

Other important outputs

Output	Indicator	Target
Innovation Fund award decisions third call for large-scale projects	Decision adopted	Q4 2023

⁽²⁶⁾ The Innovation Fund and the Modernisation Fund are financed from the revenues resulting from the auctioning of the allowances under the system for GHG emission allowance trading within the EU.

Output	Indicator	Target
Innovation Fund award decisions second call for small scale projects	Decision adopted	Q1 2023
Innovation Fund progress report for 2023	Adoption	Q3 2023
Grant award decisions under the 2022 LIFE climate mitigation and adaptation calls for proposals on standard action projects and strategic integrated projects	Adoption	Q2 for proposals on standard action projects Q4 2023 for proposals on strategic integrated projects
Two disbursement decisions under the Modernisation Fund	Decisions adopted	One disbursement decision in Q2 2023 and one disbursement decision in Q4 2023
Procurement contracts	Contract signed	Four contracts signed by 31 December 2023

General objective: A European Green Deal

Specific objective 4: COMMUNICATION AND DIALOGUE: A voice and a space is given to citizens, cities, regions and all stakeholders to design and implement climate actions, share information, launch grassroots activities and showcase solutions that others can follow through the Climate Pact and the EU/Global Covenant of Mayors.

Related spending programme(s): LIFE programme 2021–2027 (Regulation 2021/783)

Main outputs in 2023

External communication actions

Output	Indicator	Target
Climate Pact: stocktaking event	Number of attendees	500 attendees (in person and/or online)

Other important outputs

Output	Indicator	Target
Pledges recorded (individuals and organisations)	Number of pledges recorded (since its launch)	125 000
Climate Pact ambassadors	Number of ambassadors nominated (since its launch)	1 000
Major contract to support the Climate Pact	Contract signed	Q2 2023
Procurement contracts	Contracts signed	Two contracts signed by 31 December 2023

General objective: A European Green Deal

Specific objective 5: ADAPTATION AND RESILIENCE: EU society (people, nature and welfare) is increasingly climate-resilient, adapted and equipped, protected and insured against the adverse impacts of climate change

Related spending programme(s): LIFE programme 2021–2027 (Regulation 2021/783)

Main outputs in 2023:

External communication actions

Output	Indicator	Target
Climate adaptation mission – launch of the community of practice	Number of attendees	300 (in person and online)
Climate adaptation mission – annual mission forum	Number of attendees	400 in-person attendees and up to 1 000 online attendees

Other important outputs

Output	Indicator	Target
Implementation of the actions as planned in the adaptation strategy	All actions planned for 2023 implemented on time	2023
Horizon Europe – award decisions on the second call for proposals under the mission on adaptation	Decisions adopted	Q2 2023
Organise climate resilience dialogue	Two meetings organised	Q2 and Q3 2023
Procurement contracts	Contracts signed	One contract signed by 31 December 2023

General objective: A European Green Deal

Specific objective 6: INTERNATIONAL NEGOTIATIONS: The level of ambition of other GHG emitters is increased thanks to the EU's leading role in climate diplomacy in line with the Paris Agreement and SDG 13

Related spending programme(s): LIFE programme 2021–2027 (Regulation 2021/783)

Main outputs in 2023:

External communication actions

Output	Indicator	Target
Side events hosted under the EU pavilion at COP28	Number of attendees (around 90 events)	An average of 40 participants per event (in person and/or online)

Other important outputs

Output	Indicator	Target
--------	-----------	--------

Output	Indicator	Target
Lead the EU negotiations at COP28	Completion	Q4 2023
Preparation of Environment Council conclusions on COP28	Adoption	Q4 2023
Preparation, organisation, delivery and follow-up of the annual Florence meeting	Completion	Q2 2023
Ministerial on Climate Action (MoCA) process	Completion	Q3 2023
Number of green alliances and green partnerships	Number of partnerships established	Two
Procurement contracts	Contracts signed	Two contracts signed by 31 December 2023

Part 2: Modernising the administration – main outputs for 2023

A. Human resource management

Objective: DG Climate Action employs a competent and engaged workforce and contribute to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business

Main outputs in 2023:

Output	Indicator	Target
DG Climate Action human resources strategy	Implementation of actions	Implementation of actions planned for 2023
Gender balance	Female representation at middle management level	Particular focus aiming for an equal number of appointments of men and women as Head of Unit in 2023-2024 in the whole DG
Rebalance under-represented Member States	Representation of under-represented Member States at middle management level	Special attention on systematically interviewing eligible applicants from under-represented Member States for any vacant middle or senior management function in the DG
Newcomers’ welcome sessions	Number of sessions	3
Programme of internal communication actions such as: <ul style="list-style-type: none"> — lunchtime conferences — debriefing breakfasts with senior management 	Series of presentations organised and participation rate	On average, 50 participants in lunchtime conferences and 120 participants in debriefing breakfasts with senior management

B. Sound financial management

Objective: 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.

Main outputs in 2023:

Output	Indicator	Target
Effective controls: legal and regular transactions	Risk at payment	Remains at < 2 % of relevant expenditure
	Estimated risk at closure	Remains at < 2 % of relevant expenditure
Effective controls: safeguarded assets and information	Implementation of the 12 security measures in the Union Registry	90 % of measures implemented
	Implementation of 10 additional security measures following the 2022 risk assessment	Start of implementation
Efficient controls	Budget execution	Execution remains at 100 % of commitment, and payment appropriations
	Timely payments (time to pay)	Remain at > 97 % of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains at < 3.2 % of funds managed
Open recommendations for the Internal Audit Service	Number of recommendations overdue for more than 6 months	None
Open recommendations for European Court of Auditors	Number of recommendations overdue for more than 6 months	None

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽²⁷⁾ aimed at the prevention, detection and correction ⁽²⁸⁾ of fraud.

Main outputs in 2023:

Output	Indicator	Target
Targeted awareness-raising on anti-fraud matters to ensure that DG Climate Action staff remain vigilant against fraud	Communication actions	Three
Collaboration with OLAF and participation in anti-fraud networks	Meetings with OLAF	Throughout the year
(Fraud) risk assessment exercise including assessment of fraud vulnerability. This analysis taken into account in DG Climate Action's general risk assessment exercise	One documented fraud risk assessment	Integrated into the general risk assessment in Q3/4 2023

D. Digital transformation and information management

Objective: DG Climate Action 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

Main outputs in 2023:

Output	Indicator	Target
Personal data protection compliance of processing activities	Percentage of data protection records revised over 2022–2023	80 %
Staff awareness of importance and principles of personal data protection	Percentage of units receiving an awareness-raising presentation and briefing newcomers	70 % of DG Climate Action units
Coaching sessions on collaboration tools	Percentage of DG Climate Action's staff who attended Microsoft Office 365 training	80 % of DG Climate Action's staff

⁽²⁷⁾ Commission communication – Commission anti-fraud strategy: enhanced action to protect the EU budget (COM(2019) 196 final);– and the accompanying action plan, European Commission, *Action Plan*, Commission staff working document, SWD(2019) 170 final

⁽²⁸⁾ Correction of fraud is an umbrella term that notably refers to the recovery of amounts that were unduly spent and to administrative sanctions.

Migration of users to welcome domain	Percentage of users in units handling SNC documents migrated	100 %
Specific training sessions on cybersecurity	Number of quarterly training sessions	Four
Documents and content moved to the single integrated framework for collaboration	Percentage of documents and pages migrated to Microsoft SharePoint	50 %
Information systems with updated security plans	Percentage of information systems with a security plan less than 2 years old	100 %
SNC information systems make use of multifactor authentication	Percentage of information systems handling SNC data implementing multifactor authentication	100 %
Implementation of the corporate principles for data governance for DG Climate Action's key data assets	Percentage of implementation of the corporate principles for data governance for DG Climate Action's key data assets	70 %

E. Sound environmental management

Objective: DG Climate Action takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2023:

I. More efficient use of resources (energy, water and paper)

Output	Indicator	Target (2019 as baseline, where appropriate)
Priority action to support the greening the Commission communication and action plan		
Participation in corporate energy-saving actions by closing down directorate-general's/service's buildings during the Christmas and New Year / summer holiday periods, and/or optimisation of the temperature in Commission buildings	Number of directorate-general's/service's buildings participating in: <ul style="list-style-type: none"> — end-of-year energy-saving actions — summer energy-saving actions — optimisation of comfort hours and/or comfort temperature 	100 % for all indicators
Other recommended actions		

Output	Indicator	Target (2019 as baseline, where appropriate)
<ul style="list-style-type: none"> — Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about directorate-general's/service's total energy consumption in collaboration with the OIB/OIL where appropriate — Staff awareness actions to reduce water use (for example, ensuring that staff use the technical services hotline to report leaks) in the framework of EMAS corporate campaigns and/or awareness-raising actions about directorate-general's/service's water consumption in collaboration with OIB/OIL, where appropriate — Paperless working methods at directorate-general level (such as paperless working: e-signatories, financial circuits and collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about directorate-general's/service's office paper use in collaboration with OIB/OIL, where appropriate 	<p>Number or percentage of staff informed of / participating in actions related to:</p> <ul style="list-style-type: none"> — energy consumption — water consumption — paperless working methods 	<p>Number or 100 % of staff informed of / participating in actions related to:</p> <ul style="list-style-type: none"> — energy consumption — water consumption — paperless working methods
	<ul style="list-style-type: none"> — Energy consumption per directorate-general/service building (MWh per person per year) — Water consumption per directorate-general/service building (m³ per person) — Paper consumption per directorate-general/service (pages printed per person) 	<ul style="list-style-type: none"> — Reduce energy consumption (%) ⁽²⁹⁾ — Reduce water consumption (%) ⁽³⁰⁾ — Reduce paper consumption (%)

⁽²⁹⁾ Overall reduction of energy consumption for directorate-general/service (all buildings) from 2019 to 2023 (%)

⁽³⁰⁾ Overall reduction of water consumption for directorate-general/service (all buildings) during 2019–2023 (%)

II. Reducing CO₂, CO₂ equivalent and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Priority action to support the greening the Commission communication and action plan		
Analysis of DG Climate Action's mission trends/patterns (based on corporate Commission staff's and experts' professional trips ('missions' ³¹), optimise and gradually reduce CO ₂ emissions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing / virtual events as alternatives)	Signing of the Commission's directorate-general/service travel pledge CO ₂ emissions (t) from directorate-general's/service's missions CO ₂ emissions (t) from directorate-general's/service's expert meetings	Yes Reduce DG Climate Action's CO ₂ emissions from missions (³²) by 25 % Reduce emissions from experts participating in meetings, a target for which DG Climate Action / the service is in the lead by 25 %
Other recommended actions		
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during European Mobility Week and VeloWalk corporate events) and/or raise staff awareness of sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike-parking facilities, lockers and showers; and promote the reduction of parking space use among staff)	Number or percentage of staff informed/participating	100 % of staff informed
Staff awareness actions on digital pollution and gradual change of behaviours, such as avoiding heavy emails, encouraging the use of ICT platforms and avoiding unnecessary storage of data	Number or percentage of staff informed	100 % of staff informed
III. Reducing and management of waste		
Output	Indicator	Target (2019 as baseline)
Priority action to support the greening the Commission communication and action plan		
Implementation of the Commission guidelines for sustainable meetings and events (e.g. sustainable catering, reducing/eliminating single-use plastics and gadgets/gifts)	Number of green events	100 %

⁽³¹⁾ Data provided by PMO/MiPs

⁽³²⁾ Overall reduction of CO₂ emissions from missions for the directorate-general/service from 2019 to 2023 (%)

IV. Promoting green public procurement		
Output	Indicator	Target (2019 as baseline)
Priority action in line with the greening the Commission communication and action plan		
Gradual introduction of green public procurement criteria into contracts, and start of monitoring the process	Number of contracts with 'green' provisions	Signature of at least one contract including 'green' provisions
V. Supporting biodiversity		
Output	Indicator ⁽³³⁾	Target (2019 as baseline)
Setting up local actions in line with site-specific biodiversity strategies, where relevant (for example, for urban sites, sponsoring the creation and maintenance of urban gardens, insect hotels and green roofs within Commission premises with the support of volunteers), and related staff awareness actions	Number of actions	Two actions (one in spring, one in autumn)
	m ² covered by the action	Breydel 2 courtyard
	Number of staff involved	More than 10 people involved

⁽³³⁾ In coordination with the OIB/OIL