



# Management Plan 2016

DG CLIMATE ACTION

## Contents

PART 1.	Overview of main outputs for the year .....	3
PART 2.	Organisational management outputs for the year.....	10
A.	Human Resource Management .....	10
B:	Financial Resources Management (internal control and risk management) .....	11
C:	Better Regulation .....	12
D.	Information management aspects .....	13
E:	External communication .....	14
F:	external communication overall spending.....	15
G:	Actions to improve economy and efficiency of financial and non-financial activities. ....	15

## PART 1. Overview of main outputs for the year

### **Narrative**

The overarching objective for DG Climate Action (DG CLIMA) is to contribute to achieving '**A resilient Energy Union with a forward-looking climate change policy**', the third of ten political priorities of the Commission of President Juncker. Under this strategy, climate and energy policies will further dovetail.

The 7 specific objectives (SO's) are listed hereafter:

SO 1: A well-functioning EU carbon market, managed in-house by DG Climate Action via the EU ETS, towards further reduction of GHG emissions by energy power and heat generation installations, by energy-intensive industries and by domestic aviation;

SO 2: A fair and operational framework for MS towards a further reduction of GHG emissions in the non-ETS sectors in the EU (agriculture, forestry, land use, buildings, transport, waste) (= EU Effort Sharing Decision or ESD, use of Fluorinated-gases and consumption of Ozone Depleting Substances)

SO 3: Further decarbonisation of the transport sector in the EU through development and implementation of harmonised policies (in cooperation with other DGs like DG MOVE, GROW,...)

SO 4: Increased resilience of EU society against the effects of climate change via effective support to MS respecting the subsidiarity principle (adaptation)

SO 5: Optimisation and sound and efficient management of financial incentives to support the innovation-based shift towards a low carbon and climate-resilient EU economy (through the EU budget and the (ETS) funds) (in cooperation with all DGs)

SO 6: Implementation of the Energy Union Strategy towards an enhanced climate and energy governance mechanism including streamlined reporting and planning post 2020 (coordination with DG ENER)

SO 7: Ambitious contribution to effective international negotiations (including bilateral cooperation and climate diplomacy) on climate (UNFCCC, Kyoto, Paris, ICAO, IMO) and ozone layer (Montreal) related matters (in cooperation with other DGs and the EEAS)

The **Commission's Work programme for 2016** ('No time for business as usual') will bring forward:

#### a) Proposals to implement the '**2030 Climate and energy package**'

The implementation at Member State level of the EU's emissions reduction target of at least 40 % by 2030 compared to 1990 levels submitted in the run-up to the Paris summit at the end 2015 connects to the preparation of the 2030 energy and climate legal framework. This will further crystallise in 2016-2017 in both policymaking initiatives and preparations to set-up new innovative funds (Modernisation Fund, Innovation Fund) to ensure the agreed targets for 2030 are duly met.

In 2016, the Commission will come forward with an effort-sharing proposal for setting targets for Member States in sectors outside the Emission Trading System (ETS) such as buildings, agriculture, and transport. These sectors will collectively need to reduce emissions by 30% by 2030 compared to 2005. An evaluation of the Effort Sharing Decision will be finalised in the first quarter of 2016. An impact assessment is being prepared. This action will support the

specific objective 1.2 of the strategic plan related to reduction of emissions in the sectors not covered by the ETS.

An impact assessment to prepare for the integration of the land use and forestry sectors (LULUCF) into the non-ETS mitigation framework will be conducted. This action will equally support the specific objective 1.2 of the strategic plan related to reduction of emissions in the non-ETS sectors.

A communication providing solutions for further de-carbonising (road) transport will be prepared. This communication will be prepared in close cooperation with other responsible DGs. This will support specific objective 1.3 concerning the decarbonisation of transport. An initiative in the area of Fuel Quality will follow up on the results of the on-going REFIT<sup>1</sup> evaluation.

b) Further actions as set out in the Energy Union Strategy

- The 'State of the Energy Union' report, published for the first time in November 2015, will be further developed to become a regular report, contributing to integrated governance and monitoring process for the Energy Union.
- DG Climate Action takes part in a fitness check led by DG Energy to assess the consistency and administrative burden of planning and reporting obligations (REFIT) in the area of energy and climate policy. This should lead in 2016 to a legislative proposal aimed at reducing unnecessary administrative burden in line with the better regulation agenda, aligning planning and reporting requirements with the Energy Union Framework Strategy, and setting up a streamlined governance process.

Both initiatives will contribute to achieving enhancing climate and energy governance and streamlining reporting (specific objective 1.6) and will be developed in close coordination with DG Energy.

On the **international stage**, the EU was a lead player in the successful negotiations for a new legally binding global climate agreement at the UN climate conference in Paris in December 2015 (COP21). DG Climate Action, and by extension the European Commission, will work towards the ratification of the agreement and its implementation. Furthermore, international negotiations under the Montreal Protocol on a proposed amendment to phase down HFCs ('hydrofluorocarbons') and to establish a global market based measure related to international aviation will continue. An impact assessment of the latter proposal will be conducted in 2016. All these challenges will require intense negotiations with all stakeholders on the global market. All actions will contribute to the achievement of specific objective 1.7 pertaining to 'further development, ratification and implementation of international conventions and agreements'

**Concerning LIFE Climate Action sub-programme**, the Commission will continue the usual activities related to the launching of the call for proposals for action and operating grants in close collaboration with the Executive Agency EASME. It will define EU policy priorities for reaching EU climate objectives. The calls will be made in the light of the Paris Agreement and the EU's climate targets stipulated in the EU's 2030 Climate and Energy Framework.

In 2016-2017 the projects funded on the basis of calls in 2014 and 2015 will start delivering results that will be carefully monitored. This concerns, for instance projects on energy intensive industries, land-use and land-use change and forestry.

---

<sup>1</sup> REFIT or 'Regulatory Fitness' is a check whether a measure or policy is 'fit for purpose'

The Commission will continue to monitor the implementation of the two financial instruments, delegated to the EIB, to provide guidance for the assessment of the contribution to the LIFE objectives.

In 2016 implementation of the contracts for the mid-term evaluation of the Programme and the support to the new integrated Covenant of Mayors Initiative on Climate Change will require particular attention.

**Risk containment** is inherent to policy making. During the whole legislative preparatory process starting with relevant and accurate data collection, followed by reliable data analysis, the use of the correct tools and models supporting backward looking evaluations and forward looking impact assessments and during extensive stakeholder consultation, risks should be borne in mind. This equally applies to the negotiations of the proposals with the Legislative Authority (European Parliament and Council) and later on the implementation and application of the legislation in the Member States. The adherence to and implementation of the Better Regulation Package is the cornerstone of proposing new legislation and implementation and enforcement of the legislative 'acquis'.

Fraud, weakness in checking public procurement procedures and an excessive residual error rate (after corrections) in the allocation of grants are the main risks inherent to the execution of financial programmes such as LIFE. DG Climate Action will adopt and implement a revised anti-fraud strategy in the first quarter of 2016.

Business continuity and the non-availability of key IT tools like the EU ETS Registry supporting our policies is an omnipresent risk. Cyber attacks or hacking of the Union Registry to perpetrate fraudulent activities is the only critical risk that Climate Action is currently managing. A lot of progress has been made in increasing the security of these critical tools since the incidents in 2010 and 2011, but several measures related to improving EU ETS security are still to be implemented in 2016 and beyond.

<b>Relevant general objective: A resilient energy union with a forward looking climate policy</b>		
<b>Specific Objective 1: Ensuring further development and ensuring a well-functioning EU carbon market, via the EU ETS, towards further reduction of GHG emissions by energy power and heat generation installations, by energy-intensive industries and by domestic aviation</b>		Related to spending programme(s): LIFE Regulation 1293/2013, EU budget.
<b>Main outputs in 2016:</b>		
<b>Policy-related outputs</b>		
-	-	-
<b>Main expenditure outputs</b>		
Description	Indicator	Target
30 Procurement contracts	Contract signed	31 December 2016

<b>Specific objective 2: A fair and operational framework for MS towards a further reduction of GHG emissions in the non-ETS sectors in the EU (agriculture, forestry, land use, buildings, transport, waste) (= EU Effort Sharing Decision or ESD, use of Fluorinated-gases and consumption of Ozone Depleting Substances)</b>		Related to spending programme(s) LIFE Regulation
<b>Main outputs in 2016:</b>		
<b>Policy-related outputs</b>		
Description	Indicator (e.g. adoption by the Commission; completion)	Target date
<b>Proposal for a Decision of the European Parliament and of the Council - Effort Sharing Decision 2030 (CWP 2016) (2015/CLIMA/002) Based on impact assessment</b>	Adoption by the European Parliament and Council (ordinary legislative procedure)	2 <sup>nd</sup> quarter 2016
<b>Proposal for a Decision of the European Parliament and of the Council - Integration of LULUCF sector into 2030 climate framework (CWP 2016) (2015/CLIMA/003) – Based on impact assessment</b>	Adoption by the European Parliament and Council (ordinary legislative procedure)	2 <sup>nd</sup> quarter 2016
<b>Main expenditure outputs</b>		
Description	Indicator	Target
procurement contracts	Contract signed	6 contracts signed by 31 December 2016
<b>Specific objective 3: Further decarbonisation of the transport sector in the EU through development and implementation of harmonised policies (in cooperation with other DGs like DG MOVE, GROW,...)</b>		Related to spending programme(s) LIFE Regulation
<b>Main outputs in 2016:</b>		
<b>Policy-related outputs</b>		
Description	Indicator (e.g. adoption by the Commission; completion)	Target date
Commission delegated Regulations amending	Adoption by the Commission	1 <sup>st</sup> quarter 2016

Annex I and II to Regulation (EC) No 443/2009 and to Regulation (EU) No 510/20 (2015/CLIMA/006)		
Commission Implementing Regulations setting out a methodology for the correlation of CO2 emission measurement values (2015/CLIMA/007)	Adoption by the Commission	2 <sup>nd</sup> quarter 2016
Evaluation of Fuel Quality Directive 98/70/EC (REFIT initiative) (2015/CLIMA/021)	SWD drafted by the Commission and published	2 <sup>nd</sup> quarter 2016
Evaluation of Directive 1999/94/EC ('car labelling Directive') (2015/CLIMA/016)	SWD drafted by the Commission and published	3 <sup>rd</sup> quarter 2016
Communication on decarbonising the transport sector (2016/MOVE+/046)	Adoption by the Commission	2 <sup>nd</sup> quarter 2016
<b>Main expenditure outputs</b>		
Description	Indicator	Target
Procurement contracts	Contract signed	27 contracts signed by 31 December 2016
<b>Specific objective 4: Increased resilience of EU society against the effects of climate change via effective support to MS respecting the subsidiarity principle (adaptation)</b>		Related to spending programme(s) LIFE Regulation
<b>Main outputs in 2016:</b>		
<b>Policy-related outputs</b>		
<b>Main expenditure outputs</b>		
Description	Indicator	Target
5 Procurement contract	Contract signed	31 December 2016

<b>Specific objective 5: Optimisation and sound and efficient management of financial incentives to support the innovation-based shift towards a low carbon and climate-resilient EU economy (through the EU budget and the (ETS) funds) (in cooperation with all DGs)</b>		Related to spending programme(s): LIFE Regulation and EU budget, ETS funds outside the EU budget
<b>Main outputs in 2016:</b>		
<b>Policy-related outputs</b>		
Description	Indicator (e.g. adoption by the Commission; completion)	Target date
<b>Main expenditure outputs</b>		
Description	Indicator	Target
Procurement contracts	contracts signed	7 contracts signed by 31 December 2016
30 Traditional Action grants supporting mitigation/adaptation plans, promotion of innovation, resilience to climate change, supporting implementation of EU Law	grant agreements signed	Mid-2016
5 Integrated projects (IP) to improve the climate knowledge base	IPs signed	Mid-2016
2 Technical assistance projects supporting MS	projects signed	Mid-2016
30 Operating grants supporting NGO's	operating grants signed	Mid-2016
1 Preparatory action	prep action signed	Mid-2016
XXX Financial agreements under the financial instruments	Operations signed	31 December 2016
<b>Specific objective 6: Implementation of the Energy Union Strategy towards an enhanced climate and energy governance mechanism including streamlined reporting and planning post 2020 (coordination with DG ENER)</b>		Related to spending programme(s): LIFE Regulation
<b>Main outputs in 2016:</b>		
<b>Main expenditure outputs</b>		
Description	Indicator	Target
Procurement contracts	Contracts signed	6 contracts signed 31 December 2016



<b>Specific objective 7: Ambitious contribution to effective international negotiations (including bilateral cooperation and climate diplomacy) on climate (UNFCCC, Kyoto, Paris, ICAO, IMO) and ozone layer (Montreal) related matters (in cooperation with other DGs and the EEAS:</b>		Related to spending programme(s): International conventions and agreements
<b>Main outputs in 2016:</b>		
<b>Policy-related outputs</b>		
Description	Indicator (e.g. adoption by the Commission; completion)	Target date
Proposal for a Council Decision - Signature of the Paris' agreement (2015/CLIMA/024)	Adoption by the Council	1 <sup>st</sup> quarter 2016
The Road from Paris: assessing the implications of the Paris Agreement	Adoption by the Commission	1 <sup>st</sup> quarter 2016
Initial Report for the 2nd commitment period of the Kyoto Protocol for the European Union, its Member States and Iceland (2015/CLIMA/008)	Report drafted by the Commission sent to the Council	2 <sup>nd</sup> quarter 2016
<b>Main expenditure outputs</b>		
Description	Indicator	Target
Subscription to 5 international conventions (UNFCCC, ITL, Kyoto, Vienna and Montreal protocols)	Annual Payment of the fee to the secretariat	2 <sup>nd</sup> Q
Procurement contracts	Contracts signed	6 contracts signed by 31 December 2016

## PART 2. Organisational management outputs for the year

DG Climate Action has committed and dedicated staff. This was illustrated by positive staff survey results in 2015. In terms of HR strategy, DG Climate Action is a small and efficient DG in charge of one of the 10 EU strategic priorities for the coming years. As a result, the absorption of the mandatory staff reduction and redeployment levies combined with a heavy and increasing workload, will pose significant challenges for the DG. Until now, the DG has consistently relied on efficiency gains, keeping support functions to a bare minimum, and will continue to put the large majority of its resources into frontline activities. The DG also places a lot of emphasis on staff engagement and maintaining high levels of commitment, including the retention of knowledge and talent. However, we have to continually aim at achieving efficiency gains to manage the mandatory reductions in posts.

The specific objectives linked to the organisational management of Climate Action are:

- To promote and maintain sound and efficient management of human, financial and IT resources within DG Climate Action and to ensure that the resources are allocated to achieve the policy objectives of the DG.
- To implement and maintain an effective internal control, risk management and accounting system so that reasonable assurance can be given that resources assigned to the activities of the DG are used for their intended purpose in accordance with the principles of sound and efficient financial management.
- To ensure that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

### **Presentation of main outputs for organisational management:**

#### **A. Human Resource Management**

In order to maintain the high-level staff motivation and engagement, as well as to be able to retain knowledge and talent, the DG will in 2016 continue to promote flexible working methods, involvement of staff at all levels in decision making, and ensuring staff development and recognition.

In the field of equal opportunities, the DG performs well. The female representation in middle management is good but needs to be increased to the level required by the Commission (45% by 2019). Therefore the DG will participate in two development programmes for women administrator officials in 2016. One will be for those colleagues who are potentially close to a deputy or head of unit position. The second will be for more junior colleagues to encourage a longer-term perspective of moving into management.

On well-being, DG Climate Action has had a series of important well-being programmes, with activities aimed at prevention of stress and burn-out such as sport and fitness activities, or good personal care (nutrition, sleep, meditation, etc).

**Objective (definition):** The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

**Main outputs in 2016:**

Description	Indicator	Target date
Development programmes for preparing women for management	2 programmes	By end 2016
Rate of vacant posts	Vacancies on average less than 5% on annual basis	By end 2016
In-house learning and development activities to make staff more efficient and skilled	List of programmes delivered	By end 2016
Programmes to promote wellbeing and preventive actions in relation to health	List of programmes offered	By end 2016
Timely completion and delivery of elements of staff appraisal and promotion exercise	To complete the exercises in the required timeline	To be set by DG HR

#### **B: Financial Resources Management (internal control and risk management)**

**Objective:** Ensure an effective and reliable internal control system that gives the necessary guarantees concerning the legality and regularity of the underlying transactions

**Main outputs in 2016:**

Description	Indicator	Target date
Specific residual error rate is calculated for the payments carried out under the DG's responsibility	Net amount after corrections unduly paid divided by the auditable population	2016: Below 2%
Estimated overall amount at risk (extrapolation of ex post audit results) for the year for the entire budget under the DG responsibility	Max amount compared to the voted payment credits	2016: Below 2%

**Objective: The DG reaches a conclusion on cost effectiveness of controls****Main outputs in 2016:**

Description	Indicator	Target date
Calculate the cost of controls over expenditure that could be compared with a reference.	Use overall cost of control over benefits in a ratio 1:6 (baseline from 2014)	2016: Reach a conclusion on cost effectiveness of controls at least as good as the 2014 figure

**Objective: Minimise the risk of fraud through application of effective anti-fraud measures integrated in the activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and repair of fraud****Main outputs in 2016:**

Description	Indicator	Target date
Updated AFS of the DG elaborated on the basis of the methodology provided by OLAF	Updated AFS of the DG	2016: Revision/update of the AFS
Fraud awareness is increased for target populations as identified in the DG's AFS	100% of colleagues working on ETS related dossiers, LIFE project managers, financial initiators including SRD.2, ex-post auditors.	2016: 100% of target population reached.

**C: Better Regulation**

In 2016, DG Climate Action will focus on improving further the following components of policy making to support the initiatives in the CWP 2016: evaluations and impact assessments.

**Objective: Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently****Main outputs in 2016:**

Description	Indicator	Target
Impact Assessment LULUCF	Favourable opinion 1st presentation Regulatory Scrutiny Board (RSB)	2 <sup>nd</sup> quarter 2016
Impact assessment ESD	Favourable opinion 1st presentation RSB	2 <sup>nd</sup> quarter 2016
Evaluation Effort Sharing decision	Favourable opinion 1st presentation RSB	2 <sup>nd</sup> quarter 2016

Evaluation Car Labelling	Adoption Staff Working Document	2 <sup>nd</sup> quarter 2016
Evaluation Fuel Quality Directive (REFIT)	Adoption Staff Working Document	2 <sup>nd</sup> quarter 2016

#### D. Information management aspects

This activity promotes and maintains sound and efficient management of information within the DG, and ensures that reliable information/knowledge will be easy to find, retrieved and shared and guarantees that units have everything they need at their disposal.

Information / knowledge is made available as widely as possible in the Units of the DG and preserved in accordance with its informational, administrative, legal or historical value.

Through high quality administrative support, advice, assistance, control, monitoring compliance with Commission rules on registration and filing of documents and by providing in-house and/or specific training to Units a culture of knowledge integrity will be developed and is guaranteed to the level required.

The activity will also promote simplification of processes and so it will improve economy and efficiency, with the reduction of paper circulations and with the benefits of improving the use of electronic workflows (eSignatories) for faster and more efficient approval and circulation of documents.

**Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable**

#### Main outputs in 2016:

Description	Indicator	Target date
Develop a culture of knowledge integrity.	Monthly in-house training to newcomers. Additionally training to Units on adaptation to technical development, awareness programme and educational package on information value, availability, use and automated processing.	By end 2016
Review of e-filing system in Units including visits in Units	Number of annual visits and annual updates of lists of files	By end 2016
Implementation of e-archiving (move away	Reduced amount of paper files in the Units and reduced volume of	By end 2016

from paper filing onwards digitalised documents registered in ARES)	paper files sent to the Historical Archives	
Simplification of processes and the need of a reduction of paper circulation and the benefits of improving the use of electronic workflows (eSignatories) for a faster and more efficient approval and circulation of documents.	Number of procedures implemented into e-signatory workflows in ARES	By end 2016

#### E: External communication

DG Climate Action 's external communication actions in 2016 will focus on its main political priorities, support the corporate communication actions, and build on the positive momentum of the new global climate deal. In particular, actions will focus on increasing awareness, understanding and support for climate action in the context of the implementation of the Energy Union, the Paris' agreement reached at the UNFCCC COP 21, the implementation of the 2030 climate and energy framework, and the mainstreaming of climate action into all major spending programmes. This also supports the Commission's corporate communication, which in 2016 will focus on the Investment Plan and other initiatives on sustainable, low-carbon growth and jobs. The development of online communication (web, audio-visual and social media) as the main communication channel on EU Climate Action will continue. DG Climate Action will continue cooperation with other DGs on communication actions, especially with ENER, COMM/Representations/EDICs, ENV, MOVE, DEVCO, EEAS and its Delegations all over the world, and will participate in some main communication activities of other DGs such as EU Sustainable Energy Week, Green Week, European Development Days, and Climate Diplomacy Action Day.

<b>Objective (definition):</b>		
<b>Main outputs in 2016:</b>		
Description	Indicator	Target
Web and social media	Reach	Keep the current relatively high level of "organic" reach on EU Climate Action web and social media
EU Climate Action website	1,9 Mio visits, 1,1 Mio unique visitors, 3,8 Mio page views	Keep the current relatively high level
EU Climate Action Facebook	81.000 followers	Keep the current relatively high level
EU Climate Action Twitter	14.000 followers	Keep the current relatively high level

## F: External communication overall spending

Annual communication spending (based on estimated commitments):	
Baseline (Year n-1):	Target (Year n):
600.000 €	925.000 €

Expenditure in 2016 includes € 200 K for the biennial Eurobarometer survey to be committed and contracted in 2016 and carried out in 2017 in the climate domain, the contribution to the corporate communication policy lead by DG COMM ( € 20 K), the one-off cost estimate for migration of website (€ 60 K to DG DIGIT) and the annual service fee for the hosting of the website (€ 25 K to DIGIT for 2016)

## G: Actions to improve economy and efficiency of financial and non-financial activities.

Development of electronic workflows is a priority for DG Climate Action:

1) As from 2016, official filing in DG Climate Action will be done electronically, using the ARES tool. Where necessary, paper files may also be kept in parallel but this should be the exception. In this way all documents will be stored in one place, in Ares. Electronic filing will reduce the risk of losing documents and enable staff to reply to access to documents requests more quickly.

This will support good document management. It will also help us manage the Historical Archives practice of refusing paper files created after 2010. Finally, optimisation of resources (office and archival space) will be pursued.

2) Equally, the DG already plans to move to e-Signatories (the paperless workflow and electronic signature in Ares) in early 2016 for non-financial documents aiming for faster and more efficient approval and circulation of documents. It will gradually abandon the parallel hard copy 'signataires'. This action will contribute to more efficient and less time- and resources consuming decision-making. 'E-sign' will enable the traceability of the process and the putting in place of a truly flexible and secure working environment. In a next phase, the DG will examine opportunities for moving to paperless workflows for financial transactions.

These initiatives aim to improve economy and efficiency with the reduction of paper circulations and will complement on-going efforts to simplify processes.