



Management Plan 2016

DG ENER

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PART 1. Overview of main outputs for the year

The Strategic Plan for DG ENERGY for the period from 2016 to 2020, in line with President Juncker's State of the Union Address and the Commission Work Programme (CWP) for 2015 and 2016, sets as general objective for DG ENERGY the promotion of an Energy Union with an ambitious climate policy at its core. This framework strategy is composed of five dimensions that are closely interrelated and mutually reinforcing.

In line with the Energy Union strategy and to fully reflect its five dimensions, the following specific objectives have been defined in the Strategic Plan to the objectives of energy policy, also covering the general objectives of the spending programmes under the MFF (i.e. the Connecting Europe Facility and Horizon 2020).

- 1) Contributing to security of supply, based on solidarity and trust.*
- 2) Further work towards a well-functioning and fully integrated internal energy market, including with interconnections.*
- 3) Promoting the moderation of energy demand.*
- 4) Promoting the decarbonisation of the EU energy mix and the increase of energy production from low Carbon Energy Sources, in particular renewables.*
- 5) Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy.*
- 6) Ensure the implementation and follow-up on the overall Energy Union strategy.*

***Energy for Europe – serving society, supporting the economy, protecting the environment –
Our core values – excellence, transparency, integrity***

Specific objective 1. Contributing to supply security, based on solidarity and trust

Diversifying external supplies and related infrastructure, improving coordination of national energy policies and speaking with one voice in external energy policy are core objectives of the Energy Union.

As a matter of priority, the EU needs to diversify its supply of gas and make it more resilient to supply disruptions. In this vein, a first important output is represented by the legislative proposal for revision of Regulation 994/2010 on security of gas supply published in February 2016. To address the remaining challenges, the proposal ensures more cooperation between Member States, more harmonisation in the definition of protected customers; and improved access to information and transparency of contracts with third countries. The proposal also ensures enhanced transparency and predictability on the declaration of an emergency and solidarity between Member States in emergency situations. Moreover, the revised Regulation creates a framework for applying the key elements of the security of supply framework between the EU Member States and the Energy Community Contracting Parties.

In 2016, DG ENER is also proposing a comprehensive strategy for liquefied natural gas (LNG) and storage. The objective is to ensure that LNG and storage of natural gas effectively contribute to energy security, and assess what needs to be done at the EU level in that regard, notably by completing the missing infrastructure links. This is to ensure that each Member State will, either directly or indirectly, have sufficient access to LNG and storage as an alternative source of supply. This initiative will have both an internal and international dimension.

To increase transparency on gas supply, also in February 2016 the Commission proposed a revision of Decision on Intergovernmental agreements. The Energy Union strategy states that "an important element in ensuring energy (and in particular gas) security is full compliance of agreements related to the buying of energy from third countries with EU law".

End of 2016 the Commission will propose a new legal instrument on security of electricity supply to address the evolving challenges in this regard. This new legal instrument should provide a blue-print for a new approach to security of electricity supply, expected to include definition of principles that guide security of supply, minimum obligations for Member States to assess, and respond to risks and clarification of roles and responsibilities at national, regional and EU level.

In addition to work on the international aspects of the LNG and storage strategy, in 2016 the EU will continue developing access to alternative suppliers and routes of energy supply, particularly via the development of the Southern Gas Corridor and its expansion to Central Asia (Turkmenistan). The Commission will continue to support the reform process in the Energy Community in order to encourage investments in the region, improve the situation as regards the implementation of legal commitments of the Contracting Parties and effectiveness of the institutional framework. The Commission will also seek to conclude a new Memorandum of Understanding on the Strategic Partnership on Energy with Ukraine. With regard to energy dialogues, the Commission and the Algerian Government will organize in Algiers a business forum designed to identify possible measures to improve the Algerian business environment and facilitate European investments. Likewise, the Union for the Mediterranean gas platform will be fully operational, focusing on the promotion of gas production and trade in the region. The high-level energy dialogue between Turkey and the European

Union will be held on a more regular basis. Still in 2016, the Commission will work at the implementation of the Joint Comprehensive Plan of Action signed with Iran in July 2015.

Still in 2016, the Commission will also propose actions to promote coordinated development of nuclear industries in the EU. Such coordinated development will be focused primarily on initiatives such as cooperation of regulators in the area of licensing in order to enhance safety and cost-efficiency, as well as development of common codes and standards to take advantage of synergies.

Finally regarding security of supply of nuclear energy, the Commission will publish the Communication on a nuclear illustrative programme (PINC) according to Article 40 of the Euratom Treaty. Together with the Euratom Supply Agency (ESA) the Commission will continue to actively promote diversification of supply, but also diversification of related services and to establish conditions for more suppliers to move into these segments. In 2016, the annual meeting of the ENEF forum will discuss the issues highlighted in the PINC with stakeholders, both from the industry and civil society.

Moreover, the Commission will continue to take into account diversification of supply in its assessment of new nuclear investment projects and of Member States' draft agreements or contracts with third countries. It will for this purpose the Commission will revise the Council Regulation updating the information requirements under Article 41 of the Euratom Treaty in light of the European Energy Security Strategy (EESS) and will adopt a Recommendation on the application of Article 103 of the Euratom Treaty.

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Contributing to supply security, based on solidarity and trust		Related to spending programmes: YES
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Liquefied Natural Gas (LNG) and storage strategy 2016/ENER/004	The Communication COM(2016)49, accompanied by the SWD(2016)23 has been adopted on 16/02/2016 (Proc. Ref.: PE/2016/730)	16 Feb 2016
Review of the Decision 994/2012/EU of the European Parliament and of the Council [25 October 2012] establishing an information exchange mechanism with regard to intergovernmental agreements between Member States and third countries in the field of energy 2016/ENER/005	The Proposal for a DECISION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL COM(2016)53, accompanied by the SEC(2016)88, SWD(2016)27 and SWD(2016)28, has been adopted on 16/02/2016 (Proc. Ref.: PE/2016/740) – A report from the Commission to the European Parliament, the Council and the European Economic and Social Committee on the application of the Decision 994/2012/EU COM(2016)54 has been adopted on 16/02/2016 (Proc. Ref.: PO/2016/741)	16 Feb 2016
Revision of Regulation 994/2010/EU [20/10/2010]	Proposal for a Regulation of the European Parliament and of the Council (ordinary	16 Feb 2016

concerning measures to safeguard security of gas supply and repealing Council Directive 2004/67/EC 2015/ENER/017	procedure)	
Recommendation on application of Article 103 of the Euratom Treaty in light of European Energy Security Strategy (EESS) 2015/ENER/020	Commission Recommendation (Commission autonomous act)	Q1 2016
Communication on a nuclear illustrative programme (PINC) based on Article 40 of the Euratom Treaty 2015/ENER/030 and 2016/ENER/017	Two communications: the first communication before consultation of ECOSOC; the final one after consultation	Q1 2016
Review of Council Regulation 2587/1999/Euratom defining the investment projects to be communicated to the Commission in accordance with Article 41 of the Treaty establishing the European Atomic Energy Community and of Commission Regulation 1209/2000/EC determining procedures for effecting the communications prescribed under Article 41 of the Treaty establishing the European Atomic Energy Community 2015/ENER/019	Proposal for a Council Regulation	Q2 2016
Memorandum of understanding on upgraded Strategic Partnership with Ukraine 2015/ENER+/052	Commission Decision (internal) Memorandum of Understanding	Q2 2016
Main expenditure outputs		
Description	Indicator	Target
<i>MEUR 181,725¹ in commitments to grants.</i>	<i>€ 181,725 million commitments executed (level 1)</i>	<i>End of 2016</i>

¹ This amount corresponds to the portion of 2015 CEF energy budget allocated to BL 32.02.01.02 (Enhancing Union security of supply) and represents roughly 30% of the overall 2015 CEF energy budget. It also takes into account the contribution of €40 million to EFSI. It is important to note that the even split between the three operational budget lines (ca 30% for each line) is indicative only. It is impossible to determine ex-ante to which specific objective (internal energy market, security of supply, sustainability) projects applying for CEF grants in a given year contribute the most – hence the even split in the programming phase.

Specific objective 2. Further work towards a well-functioning and fully integrated internal energy market, including with interconnections

In 2016 the Commission will prepare a legislative proposal to redesign the electricity market, link wholesale and retail markets, and ensure that appropriate market governance arrangements are in place. Closer integration, more cross-border trade and development of short-term and long-term markets with effective price formation will be essential to deliver the right investment signals as well as the necessary flexibility to allow market integration of renewables. These changes should offer a New Deal to energy consumers, ensuring that electricity markets better enable their full participation. Making full use of smart energy technologies (smart grids, metering, homes, appliances) will be crucial for making consumers' participation simple, attractive and rewarding for them. At the same time the potential that energy storage offers to improved flexibility in the electricity markets should be also better reflected.

To support major infrastructure projects, in 2016 the Commission will continue providing funding under CEF by using the available financial envelope under CEF as well as explore – together with the Member States – all possibilities of the European Structural and Investment Funds to support key infrastructure projects. In parallel, the European Fund for Strategic Investments (EFSI) will continue to support strategic investments in key areas such as energy efficiency, renewable energy, and strategic energy infrastructure.

The Energy Infrastructure Forum will be repeated in 2016 and will become an annual yearly event and a key platform for discussing infrastructure issues in the framework of the Energy Union strategy. It will help working towards best practice in a wide array of infrastructure issues such as regulatory incentives, application of cross-border cost allocation, public consultation and acceptance as well financial instruments. It will also contribute to the reporting on the 10% interconnection target for 2020 as well as give advice on the 15% interconnection target for 2030.

In 2016 the Commission will prepare a Communication on the progress towards the completion of the list of the most vital energy infrastructures and on the necessary measures to reach the 15% electricity interconnection target for 2030. Achieving a 15% interconnection target in electricity will be particularly important to ensure security of supply within the EU, to further integrate energy markets and to facilitate the cost-efficient deployment of renewable energy across the EU.

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Further work towards a well-functioning and fully integrated internal energy market, including with interconnections		Related to spending programmes: YES
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Evaluation of aspects of the regulatory framework of the EU electricity markets 2015/ENER/061	Staff Working Document	Q4 2016

Communication on the progress towards the completion of the list of the most vital energy infrastructures and on the necessary measures to reach the 15% electricity interconnection target for 2030 2016/ENER/006	Communication	Q4 2016
Legislative initiative on market design and regional electricity markets, and coordination of capacities to ensure security of supply, boosting cross-border trade and facilitating integration of renewable energy, including Review of ACER (Revision of Directives 2009/72/EC and 2009/73/EC, Regulations (EC) 713, 714 and 715/2009) 2016/ENER/007	Proposal for a Regulation (ordinary procedure)	Q4 2016
Main expenditure outputs		
Description	Indicator	Target
End of November 2015: Interconnections: total of 2,267,574,463 € has been committed for expenditure on 44 infrastructure projects, selected under the European Energy Programme for Recovery. By 30.11.2015:1,202,864,216€ payments executed.	543,784,347€ of payments to be executed still in December 2015 and in 2016	<i>The majority of the remaining allocated grants will be committed between 2016 and 2017 with only two projects potentially running until 2018.</i>
MEUR 181,725 ² in commitments to grants.	€ 181,725 million commitments executed (level 1).	By end of 2016.
Third and fourth call for proposals for CEF grants	Launch	Q1 2016 and Q2 2016

² This amount corresponds to the portion of 2015 CEF energy budget allocated to BL 32.02.01.01 (Promoting the further integration of the internal energy market and the interoperability of electricity and gas networks across borders through infrastructure) and represents roughly 30% of the overall 2015 CEF energy budget. It also takes into account the contribution of €40 million to EFSI. It is important to note that the even split between the three operational budget lines (ca. 30% for each line) is indicative only. It is impossible to determine ex-ante to which specific objective (internal energy market, security of supply, sustainability) projects applying for CEF grants in a given year contribute the most – hence the even split in the programming phase.

launched.		
Pipeline of projects for CEF debt instrument agreed with EIB;	<i>First operations signed</i>	Q2 2016
Global award decision (for CEF grants) following call for proposals.	<i>Adoption</i>	Q1 2016 (second call) Q3 2016 (third call)

Specific objective 3. Promoting the moderation of energy demand

As first major steps, the reviews of the Energy Efficiency Directive and of the Energy Performance of Buildings Directive will be completed in 2016. The Energy Efficiency Directive (EED) will have to be reviewed to align it with the 2030 framework for energy and climate, and also the new approach on the governance of the Energy Union. A new legislative proposal will aim at ensuring regulatory certainty for investors and continue to have a coordinated approach among Member States, as well as continued progress towards a low-carbon economy.

The contribution of buildings is crucial to reach energy efficiency targets as their energy use represents about 40% of the EU's total final energy consumption and CO2 emissions. In this vein, the review in 2016 of the Energy Performance of Buildings Directive (EPBD) will further contribute to job creation, improve the quality of the building stock and avoid energy wastage in buildings by 2030 by tapping the large energy saving potential laying in the building sector. Finally, to better tackle the investment challenge, new measures and instruments will also be introduced and/or made fully operational.

The Commission's Strategy for Heating and Cooling published in February 2016 provides inputs to fully harness the potential of the heating and cooling sector and identifies possible solutions so that heating and cooling could also contribute to the EU's climate and energy objectives

Still in 2016, the Commission will continue implementing the Ecodesign and Energy Labelling Directives, including for new product groups identified in the next ecodesign working plan to be adopted in early 2016. Once the European Parliament and Council have agreed on the new framework for energy labelling, the Commission will start to review the energy labels with a view to rescaling them. The product groups to be addressed first would be those where products on the market are concentrated in the top classes. The Commission will also set up the proposed Product Information Database.

As regards financing, the European Fund for Strategic Investment and the European Investment Advisory Hub has been developed and put in operation and the Smart Finance for Smart Buildings Initiative will be progressively rolled out in 2016 (including targeted Country Facilitation Workshops, which will continue). At the same time the European Structural and Investments Funds will dedicate significantly increased resources for energy efficiency, renewables and smart grids, and the Energy and Management Authorities Network will contribute to the effective steering and implementation.

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Promoting the moderation of energy demand		Related to spending programme: YES
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
EU Strategy for Heating and Cooling - the contribution from heating and cooling in realising the EU's energy and climate objectives 2015/ENER/026	The Communication COM(2016)51, accompanied by the SWD(2016)24 has been adopted on 16/02/2016 (Proc. Ref.: PE/2016/743)	Adopted on 16 Feb 2016
Evaluation of the Directive 2010/31/EU of the European Parliament and of the Council [19 May 2010] on the energy performance of buildings (EPBD) 2016/ENER/023	Staff Working Document	Q3 2016
Review of the Directive 2010/31/EU of the European Parliament and of the Council [19 May 2010] on the energy performance of buildings (EPBD), including the "Smart finance for smart buildings" initiative 2016/ENER/001 [REFIT]	Legislative proposal	Q3 2016
Evaluation of the Directive 2012/27/EU of the European Parliament and of the Council [25/10/2012] on energy efficiency 2015/ENER/062	Staff Working Document	Q3 2016
Review of the Directive 2012/27/EU of the European Parliament and of the Council [25/10/2012] on energy efficiency 2016/ENER/002	Legislative proposal	Q3 2016
Main expenditure outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
To support projects promoting renewables	<i>Cumulative investment made by European stakeholders in sustainable energy triggered by</i>	<i>31/12/2016: EUR 5 billion.</i>

and increasing energy efficiency in different sectors of the economy including transport, through addressing the non-technological barriers and involving local actors (Intelligent Energy Europe Programme II - legacy) Source of data: Intelligent Energy Europe Programme II, DG ENER C3	<i>IEE programme (measurement unit EUR). 31/12/2015: EUR 4 537 million.</i>	
	<i>Additional annual renewable energy production triggered by actions supported by IEE. programme (measurement unit toe). 31/12/2015: >35 000 toe/year</i>	<i>Dependent on the pipeline of projects in 2016</i>
	<i>Additional annual energy savings triggered by the actions supported by IEE programme (measurement unit toe). 31/12/2015: >130 000 toe/year</i>	<i>Dependent on the pipeline of projects in 2016</i>
	<i>Additional annual reductions of greenhouse gas emissions triggered by the actions supported by IEE programme (measurement unit CO₂e). 31/12/2015: >452 000 tCO₂e/y.</i>	<i>Dependent on the pipeline of projects in 2016</i>

Specific objective 4. Promoting the decarbonisation of the EU energy mix and the increase of energy production from low carbon energy sources, in particular renewables

Following the European Council conclusions on the 2030 climate and energy targets, as announced by the Energy Union roadmap, in 2016 the Commission will work on a new Renewable Energy Package for the period 2021 to 2030, including a new renewable energy Directive and a new bioenergy sustainability policy.

The Renewable Energy Package will, together with the Energy Union governance and the electricity market design initiative, provide the right framework to achieve the binding EU-level target of at least 27% renewable energy by 2030 in a timely and cost-effective way including measures to be undertaken if there is a gap in target achievement. In line with the Energy Union objectives, the Renewable Energy Package will stimulate the deployment of renewable energy across the different sectors (electricity, heating and cooling, transport), empower citizens to generate their own energy and create jobs and growth in the EU. The new Renewable Energy Package will thus support the EU ambition to become world leader in renewables. In close cooperation with the market design initiative, the Renewable Energy Package will also address the remaining challenges to integrating renewable energy in the EU energy markets, including through the creation of a market fit for renewables, exploring synergies in the operation of electricity, gas and heat networks and developing a more regional approach to renewable energy policy.

Cost-efficient decarbonisation of the energy mix will need a combination of various low carbon technologies taking into account their characteristics and potential contribution to the energy system as a whole. Under this specific objective the Commission intends to publish in 2016 a Nuclear Illustrative Programme (PINIC), which will describe the needs for nuclear investment towards 2050 across the whole fuel cycle, according to indications of Member States plans (See also specific objective 1). This initiative will also feed into the preparations of the 2016 initiatives on market design. Moreover, the Commission will launch an initiative to update and better define the information requirements according to article 41 of the Euratom Treaty for new investments in Nuclear capacity (also expanded under Specific objective 1).

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Promoting the decarbonisation of the EU energy mix and the increase of energy production from low carbon energy sources, in particular renewables		Related to spending programmes: YES
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Renewable Energy Package: new Renewable Energy Directive and bioenergy sustainability policy for 2030 2016/ENER/025	Legislative proposals	Q4 2016
Evaluation of Directive 2009/28/EC of the European Parliament and of the Council [23/04/2009] on the promotion of the use of energy from renewable sources and amending and subsequently repealing Directives 2001/77/EC and 2003/30/EC [REFIT action] 2015/ENER/071	Commission Staff working document	Q4 2016
Main expenditure outputs		
Description	Indicator	Target
MEUR 181,725,356 ³ in commitments to grants.	€ 181,725,356 million commitments executed (level 1).	By end of 2016
Creating an environment more conducive to private investment for energy projects corresponding to the fourth operational budget line for CEF energy (BL 32.02.01.04) with MEUR 73908 earmarked	€ 73,908 million commitments executed (following the conclusion of the delegation agreement with financial institutions).	By end of 2016

Specific objective 5. Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy.

5.1 Competitiveness

In his political guidelines, President Juncker announced a € 315 billion Investment Plan for Europe to boost jobs, growth and investment within the next 3 years under which energy networks, renewable energy and energy efficiency could play an important role. The third energy internal market package, the Regulation on guidelines for Trans-European energy infrastructure, the Renewable and energy

³ This amount corresponds to the portion of 2015 CEF energy budget allocated to BL 32.02.01.03 (Contributing to sustainable development and protection of the environment through infrastructure) and represents roughly 30% of the overall 2015 CEF energy budget. It also takes into account the contribution of €40 million to EFSI. It is important to note that the even split between the three operational budget lines (ca 30% for each line) is indicative only. It is impossible to determine ex-ante to which specific objective (internal energy market, security of supply, sustainability) projects applying for CEF grants in a given year contribute the most – hence the even split in the programming phase.

efficiency directives give the framework for the necessary investments to materialise in the coming years.

This strong regulatory framework is further financially supported through the EU budget (€ 26 billion in European Structural and Investment Funds, € 5.93 billion from Horizon 2020, € 5.35 billion for CEF). The recently launched Investment Programme for Europe with its powerful financing tool under the European Fund for Strategic Investments (EFSI) will be of a great assistance to the energy sector transformation. With 5 out of the first 9 operations approved for EFSI guarantee being in the energy sector, the instrument shows its potential for catalysing sufficient volumes of long term financing to energy investments.

In 2016, the Commission will continue to monitor the competitiveness of the EU energy system, inter alia, assuring adequate follow up to the 2014 energy prices and costs report, to be repeated next year. New indicators to be developed in the context of the new governance of the Energy Union, as well as the annual assessment via the State of the Energy Union Report will also ensure a regular screening on EU competitiveness.

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy.		Related to spending programme(s) : YES
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Commission Report to the Council and EP on energy prices and costs 2016/ENER/003	Report from the Commission to the Council and the European Parliament	Q2 2016
Main expenditure outputs		
Description	Indicator	Target
European Energy Efficiency Fund: cumulated payments of € 87.7million	€25 million of payments (based on average figures)- disbursement depends on project implementation progress	2015
Mainstreaming of energy in European Structural and Investment Funds	At least 20 % of the European Regional Development Funds must be spent for promoting the transition to a low-carbon economy in developed and transition regions (6% in less developed regions) over the 2014-2020 period.	-

5.2 Research and innovation

In 2016 the Commission will have to build further on the Communication "Accelerating the energy system transformation through an Integrated SET Plan", adopted in September 2015. This communication introduced i) a more targeted approach to drive European R&I in the energy sector 10 key actions; ii) an increased integration of other key technologies, such as ICT; iii) a revised SET

Plan Structure based on improved transparency, accountability and monitoring that will promote more synergies and avoid unnecessary duplication.

The intervention of the EU in 2016 will be in the form of:

- Horizon 2020 and the existing Research and Innovation Framework Programmes (implementing the FP6, FP7), supporting the research, development, demonstration and market uptake of technologies and solutions.
- Coordinated actions with Member States addressing the strong implementation of energy policy.
- Coordination actions with the Member States to meet common challenges by aligning their national research and innovation programmes with the Strategic Energy Technology Plan.
- Coordination of European industry's research and innovation activities through industrial initiatives of the SET Plan and the Energy Technology Platforms and Joint Undertakings (e.g. FCH JU).
- Supporting R&D and implementation of new technologies to increase the efficiency and effectiveness of the international non-proliferation regime [through the EC support programme to the IAEA [together with the JRC]].

Bringing new technologies faster is also important in the face of the current challenges to Europe's energy security. In 2016, DG ENER will work with JRC and DG REGIO to ensure the development and uptake of efficient and low carbon technologies at local and regional level. Work will also be furthered on CCS research, development demonstration and deployment.

The development of innovative nuclear safeguards technology will be continued to ensure energy security and to address challenges at the end of the nuclear fuel cycle (e.g. encapsulation plants and geological repositories).

For nuclear fission, the main EU research activities in 2016 will be related to the management of radioactive waste, reactors systems and safety, radiation protection, infrastructures, human resources, mobility and training. Horizon 2020 covers initiatives to improve the safety of nuclear systems and the development of safe and proliferation resistant next generation power reactors ('generation IV reactors').

The European Sustainable Nuclear Industrial Initiative has the prime objective to develop a nuclear technology which will make the use of nuclear energy more sustainable through more efficient use of uranium resources, through recycling of plutonium and by the reduction of the radio toxicity and of the potential impact of the ultimate radioactive wastes.

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy.		Related to spending programme(s): YES Horizon 2020
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Communication on Energy Union Integrated Strategy	Communication from the Commission [Responsible DG: RTD. Co-chefs de file:	Nov 2016

on Research, Innovation and Competitiveness 2016/RTD+/001	ENER, GROW, MOVE]	
Main expenditure outputs		
	<i>Indicator</i>	<i>Target</i>
<i>Calls launched</i>	<i>Launch</i>	<i>Under Horizon 2020 for 2016 all calls have been launched in 2015. In 2016 proposals related to those calls are expected.</i>
<i>Calls evaluated</i>	<i>Evaluation</i>	<i>In 2016, evaluation of the energy calls which are foreseen in the Horizon 2020 Work Programme 2016-2017 to be using the budget of 2016</i>

5.3 Nuclear energy (Promoting the safe and secure use of nuclear energy and ensuring the peaceful use of civil nuclear materials for their intended purposes).

In 2016, DG ENER will continue to work in close co-operation with Member States with a view to ensure the effective transposition of the reinforced EU nuclear safety framework (Radioactive waste & Spent fuel Directive, revised Directive on Basic Safety Standards, amended Directive on Nuclear safety).

In 2016, the Decommissioning Funding Group will be convened to discuss benchmarks and best practices among EU Member States to ensure financial viability of decommissioning activities. The Commission also works closely with countries outside the EU, in particular with its immediate neighbours. The Commission will continue to closely cooperate with the International Atomic Energy Agency (IAEA) on safeguards and will ensure that countries planning to start using nuclear energy meet internationally recognised safety standards and have the necessary safety infrastructure. Close co-operation with the contracting parties to the Convention on Nuclear Safety will be high on the agenda, to push for the effective implementation of the Vienna Declaration. DG ENER will organise a peer review with participation of EU experts of the stress test evaluation of the Medzamor Nuclear Power Plant in Armenia in line with its policy to promote high safety standards of Nuclear Power Plants in EU neighbouring countries.

Particular attention is given to support the implementation of the Joint Comprehensive Plan of Action signed with Iran. The first steps in the implementation have been set. A first assessment mission to Iran is set to take place in the first quarter of 2016 to start a dialogue on nuclear safety co-operation. Also, the High Level Energy Dialogue with Turkey that will take place on 28 January 2016 and the intended opening of the energy chapter will require reinforced screening efforts for the nuclear acquis.

In parallel, the Commission will pursue in 2016 its monitoring activity ensuring that civil nuclear materials are not diverted from their intended uses as declared by the users and safeguards obligations stemming from international agreements are complied with.

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy.		Related to spending programme(s): YES
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Commission report on the implementation of the Council Directive 2011/70/EURATOM [19/07/2011] establishing a Community framework for the responsible and safe management of spent fuel and radioactive waste 2016/ENER/013	Report (and SWD) from the Commission	Q3 2016
Verifications of radioactive monitoring facilities Source of data: Article 35 Euratom Treaty	Five verification missions carried out (MS to be determined on the basis of predefined criteria and a 3 year rolling plan for 2016-18 + one ad hoc verification missions if needed).	Q4 2016
Delivery of Article 37 Opinions by the EC (Article 37 Euratom Treaty files are in majority concerned with decommissioning/ dismantling plans: 1 spent fuel reprocessing plant in France (La Hague's UP2-400) and 10 nuclear power reactors of which 6 in DE, 2 in BG, 1 in FR and 1 in the SK.)	Five Article 37 submissions are currently being processed and will lead to the delivery of Opinions in the year 2016.	Q1-Q4 2016
Verification of absence of radioactive contamination of equipment/ radioactive protection of Commission staff/ ISO 17025 accreditation of three main measurement processes has reached application stage	Contamination measurement of equipment / Monitoring of radiation exposure of staff / Management of radioactive sources and of EUFO laboratories/ Radiation protection training / Finalisation of the ISO 17025 accreditation process.	Q4 2016
Launch of a safeguards implementation review	Review completed internally at DG ENER E and consultation with main interested parties started	End 2016

exercise		
Adoption of Particular Safeguards Provisions and Facility Attachments	34 Particular Safeguards Provisions Decisions adopted and Facility Attachments signed	End 2016
Main expenditure outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
<i>Progress report on the implementation of the decommissioning programme</i>	<i>Establishment</i>	<i>Q4 2016</i>
<i>2015 safeguards BUDGET: Total € 23,1 million: Inspection missions – Budget € 2.6 million; Equipment – Budget € 66,73 million; Services (including maintenance, studies, laboratories, informatics) – Budget € 13.7777 million.</i>	<i>Implemented</i>	<i>2015</i>

5.4 Developing nuclear fusion energy technologies (ITER)

The ITER Agreement (International Thermonuclear Experimental Reactor) was signed on 21 November 2006 by the People's Republic of China, the Republic of South Korea, the United States, the Republic of India, the Russian Federation and the European Atomic Energy Community (Euratom). In 2016 The Commission will continue to develop and promote this key research project aimed at demonstrating the feasibility of fusion as a viable source of energy, which can contribute in the longer term to the decarbonisation of Europe's energy system and to reducing its energy dependence.

In 2016, the European Commission will continue to represent Euratom in the various ITER fora and to oversee the implementation of the Euratom contribution to ITER by Fusion for Energy (F4E).

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy.		Related to spending programme(s): YES
Main outputs in 2016:		
Main expenditure outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
<i>2016 F4E financing decision</i>	<i>adoption</i>	<i>Q1 2016</i>
<i>DG ENER D specific Risk Management Plan for ITER</i>	<i>Adoption of the plan</i>	<i>Q1 2016</i>
<i>DG ENER-D supervision</i>	<i>Adoption of the strategy document</i>	<i>Q2 2016</i>

strategy on ITER		
Revision of ITER baseline	IC agreement on schedule up to First Plasma	Q3 2016
Mid-Term review of ITER financing 2014-2020	Launch of call for tender	Q4 2016
Study on ITER governance	Final Report	Q1 2016

Specific objective 6. Implementation and follow-up on the overall Energy Union strategy

In 2016, DG ENER is expected to play a central role in the process to further define the concept of the Energy Union. In 2016, the development of the new governance system will be crucial to provide the necessary stability and predictability to economic operators and to confirm the EU's leading role globally, promoting further market integration and the common achievement of EU-level targets, for instance via the development of the proposed key indicators for a competitive, secure and sustainable energy system.

Therefore, in 2016 the Commission will present an initiative on streamlining of planning, reporting and monitoring requirements anchored in legislation in order to reduce administrative burden and ensure coherence, simplification and consistency between the various planning and reporting streams. This initiative will build on a Fitness Check of current planning and reporting obligations to be carried out during the 1st half of 2016.

Since the Energy Union also encourages closer regional cooperation on all five dimensions in order to achieve its objectives in a more cost-effective and secure way, The Commission will come up with guidance on regional cooperation in 2016. Finally, end of 2016, progress made on the five dimensions of EU overall energy framework, will be assessed in the context of the second State of the Energy Union to which DG ENER will be a main contributor.

Within DG ENER, policy coherence⁴ in 2016 will be ensured by a number of complementary activities ensured by horizontal services, including notably the provision of economic expertise and energy market-related statistics and analysis. DG ENER horizontal services will also continue to ensure to specialized units legal advice, revision of legal texts and management of infringements as well as to support the implementation of better regulation practices within the DG, such as the use of evaluation and impact assessment. Horizontal services will also continue to develop, coordinate and promote the DG's main policies through information, communication, awareness raising and dialogue with decision-makers and key stakeholders.

⁴ This section also covers the former ABB activity 'Policy Strategy and Coordination' that aims to develop and define DG Energy policies, including support to their coherent preparation and implementation. These activities contribute to specific objective 7 of the Strategic Plan on the "Implementation and follow-up on the overall Energy Union strategy". More particularly, these support political steer the different policy areas of the DG and prepares particularly mid- and longer term policy developments.

Relevant general objective: A resilient Energy Union with a forward looking climate policy		
Specific objective: Implementation and follow-up on the overall Energy Union strategy		Related to spending programme(s): NO
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Streamlining planning and reporting obligations in the energy sector [REFIT] 2016/ENER/024	Report from the Commission to the Council and the European Parliament.	Q4 2016
Energy Union Governance – Planning and Reporting obligations 2016/ENER/029	Legislative proposal	Q4 2016

PART 2. Organisational management outputs for the year

Under this heading flows the former ABB activity "Administrative Support" as included in the 2015 Management Plan. This section covers the work of the back office, horizontal services within the DG: human resources management, budget and financial management, informatics and logistics, and document management. The aim of these services is to provide high quality administrative support, advice, assistance, control and monitoring of resource use.

This section also covers internal audit advice. This activity is designed to assure soundness of internal controls and financial and operational management, as well as accounting and reporting systems.

Objective (definition): ...		
Main outputs in 2016:		
Description	Indicator	Target
Delivery rate (adoption by the College) of DG ENER major initiatives included in the Energy Union Roadmap (source: Updated Roadmap for the Energy Union – November 2015 ⁵).	19/11/2015 67% (10 out of 15, analysis undertaken by DG ENER A1)	> 90 % (2015)
% of Parliamentary written questions on energy replied to within the deadline set by the General Secretariat (analysis undertaken by DG ENER A2)	31/12/2015 100% (2015, analysis undertaken by DG ENER A2)	>90 %
% of access to documents requests replied to within the official deadline (Source: GESTDEM application).	31/12/2015 >85% (2015, analysis undertaken by DG ENER A1)	100 %
Timing of the impact assessments % of IAs/evaluations completed by 31/12 according to timetable set (DG ENER A4)	In 2015 100%	100%
Quality of the impact assessments % of resubmissions of overall IAs submitted to RSB	In 2015: 40% (2/5)	40%
Quality of the impact assessments % of IAs supported by an evaluation	First measurement in 2016	40%

⁵http://ec.europa.eu/priorities/energy-union/state-energy-union/docs/annex1-communication-state-energy-union_en.pdf

A. Human Resource Management

In 2016, DG ENER will continue to carefully manage its resources to face the continued pressure induced by the Commission taxation and redeployment exercises as well as by the offsetting of posts and credits as a consequence of the delegation of programmes to the Executive Agencies.

The 2016 Commission Work Programme foresees a complete overhaul of the existing energy acquis with the adoption of legislative proposals in all main areas of the EU energy policy (about 10 legislative proposals). DG ENER must be prepared to deliver on the biggest ever legislative overhaul in the energy acquis carried out in one single year.

In 2016, DG ENER will have to reinforce its resources as well as its technical expertise in the key areas for the development of a resilient Energy Union. DG ENER will need to ensure compliance with the strengthened Better Regulation criteria set out in the revised guidelines of May 2015 and take the necessary steps to ensure that the DG has the means and resources required for the proper implementation of the forthcoming interinstitutional agreement on better regulation recently concluded between the European Parliament, Council and Commission. The technical and political expertise in the priority areas will have to be retained. Replacement of outgoing staff should also be ensured by the selection of specialised energy profiles in different sectors and markets such as infrastructure, financing, renewables, energy efficiency and nuclear specialists.

As a starting point, an HR analysis will be carried out to map existing tasks, measure workload, identify HR needs in terms of profiles and define the gaps. Based on this foundation, the resulting HR management strategy will cover the period until 2020 and align the resources with priorities. It will outline actions to take in staff allocation, recruitment and talent management.

DG ENER will contribute to the achievement of the HR objectives and indicators identified in the Strategic Plan by defining a set of priorities and by implementing actions for 2016 that will bring DG ENER closer to the 2020 targets. In order to measure the implementation of the actions, scoreboards will be discussed at senior management level.

Building on the recent experience (Strategic Plan Indicator 1: ratio of female middle managers increased from 22% in January 2015 to 33% in February 2016), DG ENER will continue the established good practice. Female members will be included in all recruitment panels. The current status of female representation in middle management functions and the targets will be provided to the senior management at least every year quarter and when a middle management post becomes vacant. A specific event will be organised in Luxembourg to encourage female colleagues to apply for management positions.

DG ENER will continue well-being initiatives (Strategic Plan Indicator 2), such as in-house lunchtime conferences and awareness raising sessions on well-being at work; charity and volunteering events like "cake sale", blood collection, "shoes box" campaign; and an extended offer of physical activities such as pilates, jogging in the park, yoga, reiki and free book exchange. These actions and activities are fully in line with the Commission fit@work programme.

DG ENER will also address the staff engagement (Strategic Plan Indicator 3) by internal communication and actions targeted at managers. The clearer HR policy will aim among others at contributing to the better workload distribution and thus improving staff satisfaction. The annual staff events will be launched to give opportunity to discuss with senior management on the DG challenges and programme and recognise the link between the individual jobs and the mission of the DG. Finally, DG ENER regularly publishes its Newsletter.

Specific attention will be given to raising the awareness of managers, who will receive targeted information (thematic information sheets) on issues connected with staff-well-being and engagement, e.g. prevention of psychosocial risks in the workplace.

Presentation of main outputs for organisational management:

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
Development of the HR strategy, including talent management and retention of existing technical expertise	Timely development of the strategy	December 2016
Application of good practice in the recruitment process: gender-neutral vacancy notices, female members at panels; relevant statistics to senior management etc.	Percentage of panels including female members.	100%
	Statistics on female representation provided to DG every quarter and when HoU positions become vacant.	100%
Actions to attract and encourage potential female candidates on management functions	Events organised (Brussels + Luxembourg)	1 + 1
Awareness raising sessions on well-being at work.	Lunchtime conferences	At least 2
Extended offer of well-being and volunteering activities	Satisfaction of participants with the events	At least 75%
Targeted information to managers on issues connected with staff-well-being and engagement, e.g. prevention of psychosocial risks in the workplace.	Number of thematic information sheets sent to managers on staff well-being and engagement issues	5

Lunchtime conference on Ethics.	Number of events	At least 1 by May 2016
Staff event to discuss DG ENER challenges	Timely organisation of the event	Q1

B. Financial Management: Internal control and Risk management

The overall objective for 2016 will be to plan, implement, monitor and report on the spending of financial resources in compliance with the sound financial management principle and that the control procedures put in place provide the necessary guarantees concerning the legality and regularity of the underlying transactions, including prevention, detection, correction and follow-up of fraud and irregularities.

For 2016, the Risk Management exercise has been a bottom-up exercise establishing local Risk Registers at Unit and Department level. The 2016 DG ENER Risk Register holds one critical and three significant risks that will be closely monitored through the associated Action Plan and a mid-term revision process.

As far as internal control is concerned, the current Internal Control framework is in the process of revision at the Commission level. New framework should be decided in the first half of 2016. DG ENER internal control related activities and processes will then adapt to this new logic.

In line with the control objectives outlined in the Strategic Plan 2016-2020, DG ENER intends to deliver in 2016 the below described outputs.

Presentation of main outputs for organisational management:

Objective 1 (definition): Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Main outputs in 2016:

Description	Indicator	Target
Estimate of the proportion of expenditure authorised during the year for which the AOD is not in position to provide assurance on its legality and regularity after full operation of ex-ante and ex-post controls.	Estimated Residual Error Rate	2% ⁶
Amount at risk: value associated with the part of the expenditure deemed not	Estimated overall amount at risk for the year for the entire budget under the DGs responsibility	none

⁶ Overall, based on the prior years' results and the complexity of the FP7 rules, the residual error rate may be expected to remain around 3% over the course of the programme.

to be in conformity with the applicable regulatory and contractual requirements after application of controls intended to mitigate compliance risks.		
Recoveries and financial corrections stemming from the ex-post controls that will be authorised by the AOD.	Estimated future corrections	Overall corrections implemented address the overall amount at risk

Objective 2 (definition): Effective and reliable internal control system in line with sound financial management.

Main outputs in 2016:

Description	Indicator	Target
Determination of the cost-effectiveness of controls is done using cost-effectiveness indicators, defined as those which consider the cost and benefits of controls in monetary terms to determine whether the balance is positive and, therefore, the controls are cost-effective.	Conclusion reached on cost effectiveness of controls	Positive overall conclusion
The cost of control is calculated by estimating the number of FTEs dedicated to the various control stages or processes and the expenditure related to the control activities (thus comprising direct costs, indirect costs and overhead costs).	Cost of control over directly managed funds	Under 5%
The efficiency indicators are also based on time (to measure time spent to complete a specific procedure). ⁷	1. Net average time to pay 2. Percentage of payments on time	Below the legal deadlines Above baseline year 2015 (93.19% in 2015)

⁷ The indicators related to time-to-inform and time-to-grant for DG ENER are not key as the amount of new grants is immaterial.

Objective 3 (definition): Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Main outputs in 2016:

Description	Indicator	Target
Maintenance and update of the anti-fraud strategy	Interim Review of the AFS	31 st December 2016
Reporting to Management	An effective reporting on the results of the Anti-fraud at least twice a year	Reporting in the Bi-Annual report to the Commissioner for H1 2016 and H2 2016
Actions to Improve Awareness	An effectively implemented yearly awareness raising plan	Actions included in the awareness raising plan for 2016 implemented by 31 st December 2016

DG ENER revised its anti-fraud strategy in October 2015. This strategy focusses on awareness raising and on the development of collaborative practices with the related decentralised bodies. An awareness raising plan was designed for 2016, including the organisation of dedicated workshops.

C. Better Regulation (only for DGs managing regulatory acquis)

DG-ENER is fully committed to fostering a Better Regulation culture from the policy design phase to implementation. Thorough evaluation of the performance of the energy acquis will be carried out in 2016, when needed in conjunction with the preparation of impact assessments to allow for the delivery of the initiatives foreseen for adoption in 2016.

A substantial REFIT exercise will be carried out with the Fitness Check on Commission and Member States' planning and reporting obligations stemming from the EU energy acquis, aiming at measuring the overall administrative burden, assessing the degree of coordination among them and identifying any information gap.

Initiative to improve economy and efficiency of financial and non-financial activities

In the course of 2016 DG ENER will undertake several initiatives to improve the efficiency and economy of its operations.

Most notably, to prepare the ground of the legislative initiative on the streamlining of planning and reporting obligations in 2016, DG ENER is currently undertaking an evaluation of existing planning and reporting obligations in the EU energy acquis in the form of a Fitness Check which will help identifying possible inconsistencies and unexploited synergies. This initiative will allow the Commission to reduce as soon as possible unnecessary administrative burden in line with the better regulation agenda and to align planning and reporting requirements with the Energy Union Framework Strategy.

The Fitness Check will build on two independent studies undertaken by DG ENER and DG CLIMA which analyse planning and reporting obligations in the energy and climate field as well as the interlinkages between those two fields. It will focus on obligations that i) have to be submitted on a regular basis and ii) include information that can be used to assess progress with respect to EU energy policy goals. A public consultation on the streamlining of planning and reporting obligations in the framework of the governance of the Energy Union will also be launched in the beginning of 2016.

D. Information management aspects

Presentation of main outputs for organisational management:

Information Management (IM) is marked as one of the organisational priorities in the Commission. 2016 is the right moment to start a change towards sharing information.

Objective (definition): Information and knowledge in DG ENER is shared and reusable by other DGs. Important documents are registered, filed and retrievable.

Main outputs in 2016:

Description	Indicator	Target
The DG will perform an ex-post Quality Control.	Percentage of registered documents that are not filed to be decreased. Completion of <u>two main deliverables</u> : - Ex-post quality control on filing to be regularly carried out by the CAD ⁸ ; - Training sessions on Filing and Confidentiality for the CAD to increase number of staff assigned to monitor filing in the DG.	Decrease the unfiled documents to less than 5%. This review exercise is an ongoing activity throughout the year. More than 50% of the CAD involved in monitoring or training sessions related to filing.
The DG will enhance awareness on the importance of proper filing.	The number of HAN ⁹ files to be readable / accessible by all units. Completion of <u>two main deliverables</u> : - A section on information management to be included in the resource management reports to improve senior management awareness;	To be maintained above 95%. At least two reports including an IM section.

⁸ Centre d'Administration de Documents

⁹ Hermes/Ares/Nomcom

	<ul style="list-style-type: none"> - E-Domec correspondents network to be transformed into an IM correspondents' network with wider scope to improve desk officers' awareness. 	Meet the new IM Network at least once in 2016.
The DG will enhance awareness and assist its staff in making the transition into sharing information.	<p>Number of files shared with other DGs</p> <p>Completion of <u>five main deliverables</u>:</p> <ul style="list-style-type: none"> - Review of files accessibility per Unit - New training courses on Registration, Filing and Confidentiality for Units - New section on document management, filing and confidentiality to be included in all trainings for newcomers - Note from Director General on Confidentiality in ARES - Assessment of physical security 	<p>5% files registered in 2016;</p> <p>This review exercise is an ongoing activity throughout the year.</p> <p>By December 2016</p> <p>In 100% of new trainings</p> <p>By June 2016</p> <p>By September 2016</p>

Data and information should be complete, reliable, relevant and easy to retrieve (Strategic Plan Indicator 1). In order to achieve the target of less than 5% documents unfiled, a sample-based quality control on filing to check their completeness, reliability and relevance will be carried out throughout the year, with an increased intensity as from the second semester of the year.

Information should be shared by default unless the strict 'need to know' principle is justified for a file or a document. Most of files in DG ENER are already open to all units of the DG, only sensitive documents (HR, Director General, special cases) are not. This principle is to be maintained (Strategic Indicator 2). The E-Domec correspondent network, currently underused, will be transformed into the Information Management (IM) correspondents' network, in collaboration with the Directors' administrative assistants. Built on the document management network, the network of IM correspondents will have wider area of competence and act as multipliers. Physical security of archives will be assessed in order to address the recommendations resulting from the internal control self-assessment carried out in 2015.

The Reflection Paper prepared in 2015 underlines the role of Senior Management in promoting a culture based on cooperation, performance and innovation. This will be achieved through involving administrative assistants to directors in the IM correspondence network and including at least twice a year a section on information management in the resource management reports addressed to Senior Management.

The basis for improvement on sharing the documents (Strategic Plan Indicator 3) will be a review of the specific characteristics of all files created in ARES in 2016 to identify – in cooperation with the unit concerned – the DGs for which it could be relevant and should be shared with. At the end of the year, at least 5% of the files created in 2016 should be accessible to another DG.

Lessons learnt will be used to improve guidance for all staff and plan measures accordingly. They will be communicated via Intranet, the IM correspondents network and when appropriate accompanied by an official note from senior management.

In-house training sessions on filing and confidentiality will be organised to newcomers, and information sessions will be given by document management experts from SRD visiting Units' meetings. This action is in line with the results of the latest internal control self-assessment, which revealed a certain lack of awareness on security in terms of document management. SRD document management experts will meet the units individually in 2016 to define their files access and to provide them afterwards with an ad-hoc training session on confidentiality.

In line with the creation of an Energy Observatory within the Commission, the Energy Market Observation System (EMOS) is operational and provides the support activities to the European energy policy and internal energy market.

In order to meet the obligations placed on the Commission by the Euratom Treaty, Safeguards Agreements with the IAEA and agreements with third States, the Commission's safeguards service relies on a number of IT tools to automate the tasks. A new generation of IT tools is currently under deployment. The aims of these IT tools are to increase efficiency and effectiveness of the inspector corps by:

- *Providing mobile equipment and tools;*
- *Rationalising and harmonising tools through integrating information;*
- *Automating manual and repetitive tasks with reduction of paper circulation.*

The short and medium term IT strategy is to enforce the use of these tools in all safeguards activities and improve the interoperability between them by developing shared services, shared right management, and a unique repository and directory.

E. External communication activities

The objective of DG Energy's communication actions in 2016 will be to efficiently and effectively contribute to making the Energy Union a reality within the context of the whole set of Commission's priorities. Online fact-based communication will be given priority, in complement to a number of high-profile stakeholder consultation events (e.g. Citizen's Energy Forum, European Nuclear Energy Forum, Lech Forum, EU Sustainable Energy Week, SET Plan Conference, Energy Infrastructure Forum) to be organized throughout the year in order to bring forward the DG's policy action.

In 2016, the emphasis will be on the consumer-related aspects of EU energy policies, so as to show the concrete benefits that they bring about - thus contributing to improving citizens' perception of the

EU work. The main communication topic will be the creation of a resilient Energy Union with a forward looking climate policy, in order to ensure affordable, secure and sustainable energy for household and business alike, strengthening Europe's competitiveness and stimulating investments in order to create jobs. Priority will be given to joint communication actions with other DGs within the Jobs, Growth and Investment, and the Energy Union project teams.

For external communication overall spending:

Annual communication spending (based on estimated commitments):	
Baseline (2015): 496.188 Euro	Target (2016): 1.500.000 Euro

Indicator: Percentage of EU citizens having a positive image of the EU	
Source of data: Standard Eurobarometer	
Baseline: November 2014	Target: 2020
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%