



# **Management Plan 2016**

Directorate-General for Mobility and  
Transport

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

The Management Plan 2016 highlights the most important deliverables for DG MOVE in 2016, which contribute to the achievement of the objectives set out in the Strategic Plan 2016-2020 for the DG.

Transport policy contributes to several of the Commission General objectives, reflecting the priorities set out in President Juncker's Political Guidelines, notably **jobs, growth and investment, a connected digital single market, energy union and climate change policy, a deeper and fairer internal market and a stronger global actor**. The specific objectives for DG MOVE to contribute to an efficient and effective EU transport policy, include implementing an **efficient, sustainable, safe and secure Single European Transport Area**, ensuring the implementation of **funding for the Trans-European Transport Network under the Connecting Europe Facility (CEF) and under the innovative financial instruments (EFSI) and funding for research and innovation activities in the transport area under the Horizon 2020 programme**.

The key deliverables for DG MOVE in 2016 include:

- As highlighted in the Commission Work Programme 2016, contributing to the Deeper and Fairer Internal Market priority, we will prepare initiatives to **remove legal and technical access barriers to the road transport market** and to **strengthen the enforcement of applicable social legislation**.
- In the framework of the Energy Union strategy we will prepare a Communication on the **decarbonisation of the transport sector** (including an Action Plan on alternative fuels) and follow-up proposals including fair and efficient pricing for sustainable road transport.
- As part of the Digital Single Market priority we will promote the digitalisation of transport and logistics, in particular by elaborating a **Master plan for the deployment of interoperable Cooperative Intelligent Transport Systems platform (C-ITS platform) across the EU**, contributing to paving the way towards road automation.
- To support the creation of jobs, growth and the necessary investment in transport infrastructure we will provide **grants of some EUR 7.6 billion to projects on the TEN-T Core Network Corridors under the Connecting Europe Facility** second call for proposals. In close cooperation with the European Investment Bank we shall also aim to promote financing of transport projects under the European Fund for Strategic Investments (EFSI). The selection of **research and innovation projects in transport of some EUR 280 million** in 2016 under the Horizon 2020 programme, including Shift2Rail and SESAR, will also contribute to the decarbonisation and digitalisation of transport.
- We will implement the initiatives in the **aviation strategy** the Commission adopted on 7 December 2015, delivering on the commitments in its 2015 Work Programme. The implementation of the strategy and in particular the negotiations of

comprehensive EU air transport agreements and bilateral aviation safety agreements with key partner countries and regions will reinforce the competitiveness of European industry, contribute to the creation of jobs and growth and to making the EU a Stronger Global Actor also in this field.

- Priority will also be given to ensuring the adoption by the legislators of important legislative proposals such as the **4<sup>th</sup> Railway package** and **the Ports Services regulation**.
- DG MOVE will again in 2016 make an important contribution to the **Regulatory Fitness (REFIT) exercise** with an aim to clarify and simplify existing legislative provisions in order to facilitate implementation in the Member States. This will include a comprehensive evaluation exercise of waterborne legislation, including legislation on seafarers training, port state control, maritime accident investigation, reporting formalities and vessel traffic monitoring. Evaluations carried out in 2015 in the areas of combined transport, port reception facilities and passenger ship safety will also be followed up.
- As requested by the Council in its Conclusions of June 2014, and especially in order to contribute a Deeper and Fairer Internal Market, we will also present a **mid-term review of the EU Maritime Strategy 2018** where we will take stock of the achievements so far and identify areas for improvement especially in the light of this and other Commission priorities.
- The work on the stock-taking exercise on implementation of the 2011 White Paper on the future of transport will be published in the form of a Staff Working Document in early 2016.

With these key measures, together with other initiatives detailed in the sections below, we shall continue to ensure that investments in transport infrastructure and research and innovation work together with our efforts to implement and to improve the transport regulatory framework in the EU and internationally to reach our objectives of **interconnected, safe and secure transport services and of decarbonising transport**.

## A. An efficient, sustainable, safe and secure Single European Transport Area

Key policy deliverables in 2016 contributing to the implementation of an efficient, sustainable, safe and secure Single European Transport Area are listed in the table. Additional information on initiatives in this area is provided in the text below.

| Relevant general objective(s): 1, 2, 3, 4 and 9 (see Strategic Plan 2016-2020)                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                           |                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| Specific objective 1: "An efficient, sustainable, safe and secure Single European Transport Area: Improve regulation, ensure a high degree of implementation of EU legislation in the transport area and open and fair competition both in the EU and in relations with key partner countries." |                                                                                                                                                                                                                                                                           | Related to spending programme(s): N/A.                   |
| Main outputs in 2016:                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                           |                                                          |
| Description                                                                                                                                                                                                                                                                                     | Indicator (e.g. adoption by...; completion)                                                                                                                                                                                                                               | Target date                                              |
| Road sector initiatives as indicated in the Commission Work Programme 2016 (MOVE.D3)                                                                                                                                                                                                            | Adoption of Commission Proposals (AP 2016/MOVE/029 et al., as well as several other initiatives on road haulage, charging of road infrastructure, the social dimension of road transport, subject to the outcome of ongoing evaluations and pending political validation) | Q4 2016                                                  |
| Follow up of the aviation strategy (see indicative plan annexed to aviation strategy communication (COM/2015/0598 final)) (MOVE.E)                                                                                                                                                              | Implementation of initiatives in indicative plan                                                                                                                                                                                                                          | 2016                                                     |
| EU position in International Civil Aviation Organisation (ICAO) negotiations for a Global Market Based Measure (GMBM) (MOVE.E3)                                                                                                                                                                 | Adoption of proposal for Council Decision (AP 2016/MOVE+/065)                                                                                                                                                                                                             | Q2 2016                                                  |
| Adoption of Proposal for Directive on recognition of Professional qualifications in inland navigation (MOVE.B3)                                                                                                                                                                                 | Adoption of Commission Proposal (AP 2014/MOVE/015)                                                                                                                                                                                                                        | Q1 2016 (adopted on 18 February 2016, COM(2016)82 final) |
| Mid-Term Review of the EU Maritime Transport Strategy (MOVE.D1)                                                                                                                                                                                                                                 | Presentation of a Report (Staff Working Document to the Council) (AP 2015/MOVE/043)                                                                                                                                                                                       | Q2 2016                                                  |
| Communication on decarbonising the transport sector (including an Action Plan on alternative fuels) (MOVE.A3 and C1)                                                                                                                                                                            | Adoption of Communication on decarbonising the transport sector – planned for 29.06 (LPP – SEC(2016) 58 of 26.01) (pending political validation)                                                                                                                          | Q2 2016                                                  |

### Road transport

A number of initiatives in **road transport** will aim at improving the functioning of the single market and contributing to a more sustainable transport system. The rules regarding access to the profession and access to the market, including with hired vehicles, as well as those related to driving time, working time and rest periods will be streamlined and clarified, thus ending a patchwork of national rules, facilitating enforcement and improving compliance. In addition, the rules on road charging will be adapted to strengthen the application of the user-pays and of the polluter-pays principles and to create the basis for sustainable transport financing as part of the Energy Union initiatives. Interoperable electronic road charging systems will contribute to the digital single market

**Road safety** measures include the on-going monitoring of existing road safety legislation in line with the better regulation principles, notably in areas such as roadworthiness testing, driving licences, transport of dangerous goods, training and qualifications of professional drivers and infrastructure and tunnel safety management. We will also work on reinforcing the strategy for the attainment of road safety objectives as defined in the policy framework for 2010-2020, including the enforcement of existing legislation.

### *Aviation*

On 7<sup>th</sup> of December 2015, the Commission adopted the **aviation strategy** composed of a communication, a proposal of a new Aviation Safety Regulation including provisions on drones and a package of authorisations to negotiate comprehensive EU air transport agreements and bilateral aviation safety agreements. 2016 will be the follow up of these initiatives, listed in the indicative action plan annexed to the aviation strategy Communication. These actions include the completion of ongoing inter-institutional processes, new legislative proposals, guidance documents, and studies and evaluations.

Environment is also part of the aviation strategy. In 2016 the International Civil Aviation Organisation (ICAO – a UN body dealing with civil aviation) will hold its 39<sup>th</sup> General Assembly. The Assembly should adopt two important environmental measures. The first concerns a decision to contain aviation emissions on the basis of a **global aviation emissions framework, called "Global Market Based Measures"**. The second measure relates to the **introduction of a CO<sub>2</sub> standard for aircraft**. The Commission fully supports meaningful environmental measures. Decisions, however, are taken on the basis of consensus.

### *Rail*

An important objective for 2016 is the adoption by the legislator of both the technical pillar and market pillar of the **4<sup>th</sup> Railway package** to ensure the competitiveness of the European railways. EU wide authorisation of rail vehicles and certification of EU railway undertakings by the European Railway Agency will shorten the time to market and cut the administrative fees. The review of governance rules for infrastructure managers will ensure a level playing field for a fair competition on the track. To the same end, the Commission will adopt or review certain secondary legislation. As to railway legislation in force, the Commission will focus on enforcing the correct transposition and effective application of market access rules in close cooperation with the authorities of Member States. The Commission has launched an evaluation of rail freight corridor rules to understand its effectiveness, given that all nine corridors became operational in recent years. It has also launched an evaluation on the rules for training of locomotive drivers. The Commission will strengthen the role of the European Union at an international level by preparing an accession to the OSJD convention

organisation and by strengthening the leading role of European rail manufacturing industry all over the world.

#### *Waterborne transport*

In the area of waterborne transport attention will be paid to the modernisation of the maritime, port and inland navigation policy framework, towards promoting the competitiveness of the sector and its economic growth, as well as fostering employment in the sector. A **Mid-Term Review of the Maritime Transport Policy** will present an analysis of the state of play and seek to identify key areas where further initiative may be needed including simplification and digitalisation to achieve a maritime transport space without barriers. Work will focus in this regard on the creation of a **harmonised port call manifest** and a **European Single Window for ship to port information**. Other priorities will be looked at such as security, safety, employment and environmental sustainability. For the latter efforts will be made to support the development of interoperable safety standards for promoting the use of alternative fuels at international level, and to facilitate the access to financing for green technologies. As regards Inland navigation, a **new modernised regime for the recognition of professional qualifications** will extend the recognition to all EU waterways and to all crew members. The Commission will also work to facilitate the adoption by the legislator of the **Proposal for a Directive laying down technical requirements for inland waterway vessels** which aims at unifying these requirements across the Union inland waterways.

A major objective is the adoption by the legislator by the end of the year of the proposal to revise the EMSA mandate as part of the **European Border and Coast Guard package**. This will reinforce EMSA cooperation with Frontex and EFCA to provide more efficient, multipurpose services to national coastguard bodies, including reinforced surveillance capacities based on new technologies like drones.

#### *Decarbonisation of transport*

A Communication on decarbonising the transport sector will set out a **general approach to decarbonising the whole transport sector**. In order to achieve a lasting and sustainable decarbonisation of the transport sector and to meet the climate and energy targets, an intelligent mix of policy instruments is needed to deliver. This requires a combination of low carbon energy use in transport, increased energy efficiency and intelligently managing transport demand. This initiative is included in the Energy Union action plan as part of the priority 'A resilient Energy Union with a forward looking climate change policy'.

Related to that, the Commission will continue supporting **the market up-take of alternatively fuelled vehicles and vessels** through the implementation of Directive 2014/94/EU on the deployment of alternative fuels infrastructure including follow-up on the National Policy Frameworks to be submitted by mid-November 2016. Moreover, further work will be pursued for establishing a standard for fuels labelling, guidelines for fuels price comparison, and promoting business models for the deployment of alternative fuels infrastructure along the TEN-T corridors.

#### *Digitalisation of transport and logistics*

The European transport logistics sector is an important driver for the EU economy and contributes to growth, jobs and welfare. The efficiency and smoothness of logistics operations requires a fully functional internal market as well as the appropriate

infrastructure. The Commission will continue to establish the appropriate framework conditions and promote in addition cross-cutting topics such as the **digitalisation of transport and logistics, innovation, environmental optimisation and multimodality**. The **Digital Transport and Logistic Forum**, established in 2015 with participation of national experts and industry representatives, promotes the digitalisation and use of ICT tools in transport logistics which are of great importance for the efficiency of transport and logistics and have a great potential for economic growth.

In 2016, we will elaborate a **Master Plan to create a platform for the deployment across the EU of interoperable Cooperative Intelligent Transport Systems (C-ITS platform)**. This is a direct contribution to the growth, jobs and investments agenda of President Juncker. The Master Plan jointly prepared with other relevant Commission services, builds on the outcome of the C-ITS platform (C-ITS platform) where, the Commission together with, the industrial value chain, Member States and local authorities have supported the emergence of a shared vision for an implementation roadmap. Cooperative ITS will allow more efficient traffic management and infrastructure use, thereby contributing to energy efficiency. They will improve road safety and quality of travel and logistics operations. In addition, C-ITS deployment will pave the way to further automation in road transport.

#### *Urban mobility*

The Commission will furthermore continue the implementation of the 2013 **Urban Mobility Package** to promote an integrated, comprehensive mix of measures in order to render urban mobility smarter and more sustainable (see also below under 1.C)

#### *International transport*

The Commission will continue to examine how to **strengthen the EU's position in international fora** (IMO, ICAO, OSJD, UN-ECE). The main initiatives the Commission will work on with Member States within IMO are the adoption of a global GHG data collection system and enhanced requirements for the survivability of passenger ships, notably the revision of SOLAS concerning the required subdivision index for passenger ships. In the context of ICAO, as mentioned above, the primary focus will be to push for the adoption of a decision to contain aviation emissions on the basis of a **global aviation emissions framework, called "Global Market Based Measures"**, as well as a decision related to the **introduction of a CO<sub>2</sub> standard for aircraft**. In inland waterway transport, the efforts for streamlining of international governance in accordance with NAIADES II will be continued towards the **institutional consolidation of the cooperation of the EU with the River Commissions**. The Commission will also continue building strong cooperation links with key countries and regions in the area of transport cooperation.

#### *Transport security*

In the important area of transport security, the Commission will continue its work to develop **common rules and standards for security**, including an inspection system, and reinforced international cooperation so as to ensure a high level of security and a level-playing field beyond the EU.

#### *Passenger rights*

We will further **strengthen and improve the existing legal framework on passenger rights**. We will continue to pursue the amendment of the Regulation on air passenger rights. In the

meantime, the Commission will publish guidelines to facilitate and reinforce the application of the current legislative framework. A revision of the rail passenger rights Regulation will be put on the table with a view to extend the protection of passenger rights, in particular on domestic journeys, as well as to improve the level playing field among railway undertakings and in relation with other modes of passenger transport.

#### *Regulatory Fitness (REFIT)*

DG MOVE will continue its important contributions to the **Regulatory Fitness (REFIT) exercise** with an aim to clarify and simplify existing provisions. This will include a comprehensive evaluation exercise of maritime legislation, including legislation on seafarers training, port state control, maritime accident investigation, reporting formalities and vessel traffic monitoring. Evaluations carried out in 2015 will be followed up, with impact assessments and possible proposals in the areas of road transport, combined transport, port reception facilities and passenger ship safety.

## **B. CEF Transport – Financing of transport infrastructure**

The second Call for Proposals related to projects on the **TEN-T Core Network Corridors under the Connecting Europe Facility**, which was launched on 5 November 2015 (with deadline for submission of proposals of 16 February 2016), has an **indicative amount of some EUR 7.6 billion**, including EUR 6.5 billion under the Cohesion envelope. The key deliverable for 2016 as listed in the table is the evaluation of these proposals in spring 2016 in close collaboration with INEA, with final selection decision expected for July 2016. The Programme Support Actions (PSAs) provided for in the Multi-Annual Work Programme (MAP) concern mostly SESAR, ITS, maritime ports and cooperation between rail infrastructure managers, for a total amount of EUR 57.4 million on a multi-annual basis.

| Relevant general objective(s): 1, 2, 3, 4 and 9 (see Strategic Plan 2016-2020)                                                                                                                                                                         |                                                                                                                            |                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Specific objective 2: "A modern European transport infrastructure: Ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility and under the innovative financial instruments (EFSI)" |                                                                                                                            | Related to spending programme(s): Connecting Europe Facility       |
| Main outputs in 2016:                                                                                                                                                                                                                                  |                                                                                                                            |                                                                    |
| Description                                                                                                                                                                                                                                            | Indicator                                                                                                                  | Target                                                             |
| Evaluation and award decisions to the projects selected under the 2nd amendment to the 2014 Multi-Annual Work Programme (MAP) (C(2015)7358) concerning the 2015 Calls for Proposals and new Programme Support Actions (MOVE.B4)                        | Granting the financial assistance in the form of grants and of the programme support actions to the selected beneficiaries | Commission implementing decisions for the selected projects (2016) |
| Bi-annual Commission progress report on the                                                                                                                                                                                                            | Publication of the progress report and submission for information to the European                                          | 1 <sup>st</sup> bi-annual Commission progress report to be issued  |

|                                                                                                                                                                                           |                                                                                                       |                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------|
| implementation of Regulation (EU) No 1315/2013 of the European Parliament and of the Council of 11 December 2013 on Union guidelines for the development of the trans-European transport. | Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. | by 21 December 2016 at the latest. |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------|

Based on two years of implementation of the new TEN-T framework (Regulation 1315/2013 on Union guidelines for the development of the trans-European transport and Regulation 1316/2013 establishing the Connecting Europe Facility) as well as on the first Core Network Corridor work plans, the Commission will publish the first bi-annual progress report on the implementation of the TEN-T by the end of 2016. The report will monitor the use of the various forms of EU financial assistance, for the various transport modes and other elements of the core and comprehensive networks in each Member State. It will also analyse the development of the trans-European transport network.

Additional specific actions to achieve specific objective 2 encompass:

- The execution of the Annual Work Programme (AWP) 2015 on Financial Instruments C(2015)8847, which constitutes a basis of financing projects by means of Financial Instruments and the delegation to the European Investment Bank. In 2015 the total 2015 budget allocation is EUR 128,5 million, of which a second tranche of EUR 70 million for transport. The EU – EIB Delegation Agreement for the implementation of the CEF Debt Instrument was signed on 22 July 2015
- 3rd amendment to the Multi Annual Work Plan for the CEF constituting a basis for additional Programme Support Actions to be implemented in 2016
- Implementation of a new "synergies" Work Plan between three sectors: transport, energy and ICT, leading to a call for proposals in 2016
- Implementation of a specific Annual Work Programme 2016 under the CEF for the Cohesion and General envelopes, leading to additional calls for proposals to support transport projects financing
- If appropriations available, specific Annual Work Programme 2016 for Financial Instruments
- Contribution to the signatures of transport projects benefitting from the European Fund for Strategic Investments guarantees
- Contribution to the awareness raising amongst the Member States and promoters on the availability of projects' financing and European Advisory Hub providing technical assistance on projects' financing

As mentioned above, the Commission organises targeted **Programme Support Actions (PSA)** to support directly the Member States in implementing the TEN-T Core and Comprehensive network infrastructure and services, by providing the financial assistance for the needed coordination platforms, studies, ICT assistance. Those PSA will be implemented throughout 2016. Such Programme Support Actions encompass as well the appointment of the Corridors Coordinators as political and technical facilitators across the Member States.

Promotion of the use of **alternative fuels in TEN-T urban nodes** will also be one output of the CEF, contributing to the overall decarbonisation target. Recommendations from the Sustainable Transport Forum and from the TEN-T European Coordinators will be exploited to develop appropriate initiatives. A study on business models for alternative fuels infrastructure deployment along TEN-T corridors is on-going.

The TEN-T Regulation will integrate, through delegated acts, **the extension of the TEN-T network to neighbouring countries** (EaP, Turkey, MED).

Particular focus shall also be given to promote the transport sector within the three pillars of the EU **Investment Plan for Europe**, in particular actively promoting EFSI with investors and stakeholders, providing analytical assessments to DGs with mandate on specific regulations and leading with the European Semester to remove investment barriers, and joining efforts with the EIB, Member States, European Coordinators and project promoters in delivering a robust pipeline of transport projects and schemes.

To secure that the pipeline of signed deals is steady, DG MOVE will work closely with the EIB in the identification of market gaps and the development of new financing tools and schemes, the support to PPP and private finance structure of projects focussing on cross border and corridor projects, and promoting Investment Platforms to support in particular urban transport and the delivery of smaller projects.

The CEF budget will be focused on innovative and demonstrator financial instruments in areas such as green shipping, ERTMS and alternative fuels, to be up-scaled by EFSI, and in promoting the combination of grants with EFSI "blending approach".

Building technical competence at Member State level is essential and to this aim DG MOVE will facilitate the delivery of dedicated transport resource under the advisory Hub working with EPEC, ELENA and JASPERS to support upstream project support and project structuring, disseminate information about EFSI opportunities in public events and helping in making the Portal a success, through active engagement with Member States and Project promoters.

Strengthening the effectiveness of European financing and mobilising private investment in EU transport infrastructure is of great importance. In this respect the further works on the core network corridors will be crucial to identify the most effective projects from the European point of view, integrating the possibilities of promoting sustainable transport and boosting private investments in transport. A Staff Working Document will build on Issues Papers on ITS, urban, innovation and multimodal transport – elaborated and proposed by the TEN-T Coordinators – to present the recent and future development for the TEN-T and CEF.

## **C. Horizon 2020 – Research and innovation related to transport**

In 2016, we will continue to support research and innovation in order to achieve a European transport system that is resource-efficient, climate- and environmentally-friendly, safe and seamless for the benefit of all citizens, the economy and society.

The key deliverable for 2016 is the completion of **the selection of transport projects for a total amount of some EUR 280 million** under the Horizon 2020 Work Programme 2014-2015.

| Relevant general objective(s): 1, 2, and 3 (see Strategic Plan 2016-2020)                                                                                                              |                                                                                               |                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Specific objective 3: "An innovative transport sector: Ensure the effective implementation of funding for research and innovation activities in the transport area under Horizon 2020" |                                                                                               | Related to spending programme(s): Horizon 2020                                           |
| Main outputs in 2016:                                                                                                                                                                  |                                                                                               |                                                                                          |
| Description                                                                                                                                                                            | Indicator                                                                                     | Target                                                                                   |
| Evaluation and award decisions to the transport projects selected under the Horizon 2020 Work Programme 2014-2015                                                                      | Horizon 2020 grants, delegations, contributions signed for transport projects and programmes. | Completion of selection of projects in 2016 (for a total amount of some EUR 280 million) |

Under the Horizon 2020 programme, we will also continue with the implementation of the work programme 2016/17. We will manage several coordination and support actions which have direct and immediate impacts on ongoing policy initiatives. Together with INEA, we will launch and promote specific calls for projects progressing innovative ICT solutions in logistics, increasing the take-up of innovative sustainable urban mobility solutions, increasing the resilience of infrastructure and defining the port of the future.

Moreover, as parent DG, we will continue implementing important industrial innovation projects such as **SESAR** and **Shift2Rail** through the SESAR and the Shift2Rail Joint Undertakings to which the Commission has delegated the management of Horizon 2020 funds allocated to these projects. In early 2016, the SESAR Joint Undertaking will award its Members with the first Horizon 2020 grants for industrial research and very large scale demonstrations, while new open calls for exploratory research on drones and general ATM functionalities will be launched before the summer. The Shift2Rail Joint Undertaking will reach full autonomy in 2016 and finalise its first own calls, co-financed by Horizon 2020.

We shall also promote the development of **Smart Cities**, in particular via leading the 2016 actions of the European Innovation Partnership.

We will work on a **Strategic Transport Research and Innovation Agenda (STRIA)** as part of the Communication on a research and innovation strategy for the Energy Union, designed to ensure research matches the Commission's long term policy objectives. To support this, together with JRC, we will set up a transport research and innovation monitoring and innovation system (TRIMIS) and work with ESTAT on a statistical module measuring transport innovation.

We will also continue preparing the further implementation of Horizon 2020 with initial **development of the 2018-2020 transport work programme** and the analysis of transport results for the **2017 mid-term review of Horizon 2020**, including interim results of Horizon 2020 projects dealing with synergies/e-commerce along the supply chain, better information sharing for intelligent mobility and better solutions for city logistics.

The initial discussion of the Horizon 2020 work programmes (transport challenge) for 2014/15 and 2016/17 included input via the independent experts of the **Transport Advisory Group (TAG)** and discussions of a scoping paper on transport R&I with Member States. A further scoping paper will be drafted by the Commission in 2016 for the remaining period of Horizon 2020, based on relevant policy documents including the EU White Paper on

Transport and coordination within the Commission services including DGs RTD, CNECT and ENER, as well as the results of the above-mentioned mid-term review of Horizon 2020 and preliminary output from the Strategic Transport Research and Innovation Agenda (STRIA).

The TAG will continue meeting on priorities and furthermore exchanges on R&I priorities will continue with industry representative bodies such as ACARE, ERTRAC, ERRAC, ALICE and WATERBORNE. Such widespread consultation will ensure that all relevant voices can be taken into account for the final version of the work programme which will be adopted in the transport programme Committee where Member States and associated countries are represented.

## **PART 2. Organisational management outputs for the year**

DG Mobility and Transport has a total of 415 staff<sup>1</sup>. For 2016<sup>2</sup>, it will have a budget of about EUR 4.22 billion under its responsibility, mostly for co-financing European transport network infrastructure (CEF) and transport research and innovation (Horizon 2020).

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

In 2016, DG MOVE will continue to carefully manage its internal 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 need to deliver on the recently adopted proposals (e.g. aviation strategy) or on the proposals that will be adopted in the near future, according to the Commission Work Plan (decarbonisation of transport) must find DG MOVE prepared to face the challenges. In parallel, DG MOVE will need to dedicate effort in order to address better regulation, simplification and enforcement of current legislation. The technical expertise in the priority areas will have to be ensured with specialised profiles in different sectors and markets such as decarbonisation, financing infrastructure or digital transport agenda.

After the forthcoming reorganisation of the DG will have redeployed staff according to political priorities, an HR analysis will be launched with the aim 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 MOVE 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 MOVE 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 reached 32% in February 2016), DG MOVE 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 regularly discussed with the senior management when a middle management post becomes vacant.

DG MOVE 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.

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<sup>1</sup> Figure as of 1.1.2016. In addition DG MOVE shares administrative support services with a total staff of 153 with DG Energy.

<sup>2</sup> 2016 budget.

DG MOVE will also address the staff engagement (Strategic Plan Indicator 3) by internal communication and actions targeted at managers. Trainings for managers as well as for general staff ("HR Pills" for managers and "Unlock your hidden potential" for general staff) will contribute to a better identification of aspirations and job-match and thus improving staff satisfaction. The annual DG Away Day aims at strengthening the bonds among staff and further developing the motivation culture in the DG.

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.

| Objective (definition): Further increase of female representation in middle management / Further development of supportive and healthy working conditions / Further encouragement of competent and engaged workforce |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Main outputs in 2016:                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                           |
| Description                                                                                                                                                                                                          | Indicator                                                                                                                                                                                                                                                                                                                                     | Target                                                                                                                                    |
| Development of the talent management strategy                                                                                                                                                                        | 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.                                                     | 1. Percentage of panels including female members.<br>2. Statistics on female representation provided to DG every quarter and when HoU positions become vacant.                                                                                                                                                                                | 100%<br><br>100%                                                                                                                          |
| Actions to attract and encourage potential female candidates on management functions                                                                                                                                 | Events organised (Brussels)                                                                                                                                                                                                                                                                                                                   | 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.                                                                   | 1. Number of thematic information sheets sent to managers on staff well-being and engagement issues.<br>2. Organisation of trainings for managers ("HR pills") and general staff ("Unlock your hidden potential")<br>3. Awareness session "Le manager, premier acteur de santé au travail" (The manager, the first actor in workplace health) | 5<br><br>"HR pills" 3 sessions by December 2016<br>"Unlock your hidden potential" 2 sessions by 31 May 2016<br>1 session by 31 March 2016 |

|                                |                                  |                        |
|--------------------------------|----------------------------------|------------------------|
| Lunchtime conference on Ethics | Number of events                 | At least 1 by May 2016 |
| Annual DG Away Day             | Timely organisation of the event | Q2                     |

## 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 MOVE Risk Register holds one critical and one significant risk 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. A new framework should be decided in the first half of 2016. DG MOVE 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 MOVE intends to deliver in 2016 the below described outputs:

| Objective 1 (definition): Effective and reliable internal control system giving the necessary guarantees concerning <u>the legality and the regularity</u> 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% <sup>3</sup> |
| Amount at risk: value associated with the part of the expenditure deemed not to be in conformity with the applicable regulatory and contractual requirements after application of controls                          | Estimated overall amount at risk for the year for the entire budget under the DGs responsibility | none            |

<sup>3</sup> 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.

|                                                                                                             |                              |                                                                    |
|-------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------------------------------|
| 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 managed funds                                                                                                                                           | Under 5%                                                                                                                                            |
| The efficiency indicators are also based on time (to measure time spent to complete a specific procedure). <sup>4</sup>                                                                                                                                                            | <ol style="list-style-type: none"> <li>1. Time-to-grant</li> <li>2. Time-to-inform</li> <li>3. Net average time to pay</li> <li>4. Percentage of payments on time</li> </ol> | <p>Below the legal deadlines</p> <p>Below the legal deadlines</p> <p>Below the legal deadlines</p> <p>Above baseline year 2015 (96.64% in 2015)</p> |

**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 <sup>st</sup> December 2016                                                            |
| Reporting to Management                           | An effective reporting on the results of the anti-fraud strategy 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 31st December 2016 |

DG MOVE 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)

Evaluations are an important tool of Better Regulation. Results of evaluations can help to improve the quality of future interventions and are used for assessing effectiveness, efficiency, EU value added, coherence and relevance of existing legislation. The below output indicator on the implementation of the yearly evaluation plan will be complemented by the Better Regulation indicators on impact assessments and on evaluations in the Strategic Plan 2016-2020.

| Objective (definition): ...<br>Main outputs in 2016:                                                                          |                     |        |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------|--------|
| Description                                                                                                                   | Indicator           | Target |
| Implementation of yearly evaluation plan on 31 December year as measured by % of planned evaluations actually begun (MOVE A3) | Baseline 2015: 100% | >90%   |

### D. Information management aspects

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 MOVE is shared and reusable by other DGs. Important documents are registered, filed and retrievable.<br>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.<br><br>Completion of <u>two main deliverables</u> :<br><br>- Ex-post quality control on filing to be regularly carried out by the CAD <sup>5</sup> ;<br><br>- 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%.<br><br>This review exercise is an ongoing activity throughout the year.<br><br>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 percentage of HAN files to be readable /accessible by all units.<br><br>Completion of <u>two main deliverables</u> :                                                                                                                                                                                                                                           | To be maintained above 95%.                                                                                                                                                                                            |

<sup>5</sup> Centre d'Administration de Documents

|                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                       | <ul style="list-style-type: none"> <li>- A section on information management to be included in the resource management reports to improve senior management awareness;</li> <li>- E-Domec correspondents network to be transformed into an IM correspondents' network with wider scope to improve desk officers' awareness.</li> </ul>                                                                                                                                         | <p>At least two reports including an IM section.</p> <p>Meet the new IM Network at least once in 2016.</p>                                                                                 |
| The DG will enhance awareness and assist its staff in making the transition into sharing information. | <p>Percentage of files shared with other DGs</p> <p>Completion of <u>four main deliverables</u>:</p> <ul style="list-style-type: none"> <li>- Review of files accessibility per Unit</li> <li>- New training courses on Registration, Filing and Confidentiality for Units</li> <li>- New section on document management, filing and confidentiality to be included in all trainings for newcomers</li> <li>- Note from Director General on Confidentiality in ARES</li> </ul> | <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> |

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 MOVE 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.

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. 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.

## E. External communication activities

Transport policy and the measures we take are about people, be it commuters, holiday-goers, workers in transport services and industry, innovators, etc. Our aim is to explain in a clear and simple way the connection between transport and the everyday lives of ordinary people and show them how we ensure that transport is more efficient, safe, secure and environmentally friendly.

**Objective (definition, see Strategic Plan):** Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

**Main outputs in 2016:**

| Description                                                                                                                                                                                                                  | Indicator                               | Target            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------|
| The weekly newsletter, covering the latest news from DG MOVE, is an especially valuable tool for communicating with stakeholders, informing them of public consultations, calls for tenders, sector specific conference etc. | Number of issues of newsletter in 2016. | 35 issues in 2016 |
| Update and clean-up of the external website.                                                                                                                                                                                 | Updated external website launched.      | Q2 2016           |

Examples of specific communication activities, directly linked to political priorities of the Juncker Commission and contributing to corporate communication actions, foreseen in 2016 include:

- A new "digital" passenger rights campaign to be launched in 2016, focusing on on-line communication tools (Facebook, Twitter, Youtube, etc.). Stakeholders will be engaged as multipliers. Evaluation mechanisms will be used to better target the messages.
- European Mobility Week public awareness campaign. The campaign aims to raise awareness for sustainable urban mobility and to encourage multimodality.
- EU Transport Scoreboard: it compares Member State performance in transport-related categories. The aim is to give a snapshot of the diversity of Member State performance in transport matters across Europe and to help Member States identify shortcomings and define priorities for investment and policies.
- Journalist's seminars: a seminar focusing on aviation strategy will be organised in February and a seminar dedicated to investment matters will be organised in June in the margins of TEN-T Days.
- Communication of road safety statistics and other road safety knowledge e.g. through press conference, online tools and European Road Safety Charter platform.
- Conference of 19 April 2016 on the planned initiatives to be presented by the Commission in the field of road transport and journalist seminars to be organised towards the end of 2016 to explain the planned initiatives.

#### **For external communication overall spending:**

| Annual communication spending (based on estimated commitments): |                                                                                                             |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Baseline (2015): EUR 500 000                                    | Target (2016): EUR 640 000 (+ an additional sum of 1 020 180 EUR for Communication campaigns). <sup>6</sup> |

### **F. Example of planned initiatives to improve economy and efficiency**

The instructions for the Management Plan require DGs to provide an example of initiatives they plan to undertake or are in the process of implementing to improve the efficiency and/or economy of their operations. As an example of such an initiative DG MOVE is in 2016 planning to implement the corporate IT-tool "BASIS" for the coordination of requests for briefings and speeches. The introduction of this tool already in use in a number of Commission services should ensure that an increasing number of briefing and speeches can be handled in an efficient and timely manner despite the limited resources available and at the same time ensure a higher degree of transparency and knowledge sharing.

<sup>6</sup> In 2015 there was no requirement to indicate the money on the Communication campaigns, therefore there is no baseline for 2015. The additional sum of 1 020 180 EUR includes the money spent on the following campaigns: Passenger Rights, Mobility Week, Road Safety Charter and TEN-T.