



Management Plan 2017

Directorate-General for Mobility and Transport



Contents

INTRODUCTION	3
PART 1. MAIN OUTPUTS FOR THE YEAR.....	6
PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR.....	22

INTRODUCTION

This 2017 Annual Management Plan for DG MOVE is the second one stemming from the 2016-2020 Strategic Plan. It underlines the efforts and actions DG MOVE will take in 2017 to provide European citizens and business with competitive, sustainable, secure and safe transport services through a high-quality, decarbonised, fully integrated and efficient transport system.

Transport policy contributes to five of the Juncker Commission General Objectives, as indicated in its Strategic Plan for 2014-2020: a new boost for **jobs, growth and investment, a connected digital single market**, a resilient **energy union with a forward-looking climate change policy, a deeper and fairer internal market** and a **stronger global actor**.

As outlined in DG MOVE's Strategic Plan 2016-2020, the specific objectives for the DG to contribute to an efficient and effective EU transport policy, include:

- **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;
- **A modern European transport infrastructure:** ensure the effective implementation of funding for the Trans-European Transport Network under the Connecting Europe Facility (CEF) and under innovative financial instruments (such as the EFSI);
- **An innovative transport sector:** ensure the effective implementation of funding for research and innovation activities in the transport area under the Horizon 2020 programme;

In 2017, contributing to an efficient, sustainable, safe and secure Single European Transport Area, DG MOVE's main priority will be to promote more sustainable and environmentally friendly mobility. Specific outputs which will contribute to **a resilient Energy Union and a forward-looking climate-change policy** include following up on the European Strategy for Low-Emission Mobility. Considering that transport accounts for 23% of all greenhouse gas emissions (excluding international shipping) and for 33% of all energy used in Europe, addressing this issue is key. Implementation of the international agreement on emissions from aircraft, agreed at the 2016 Assembly of the International Civil Aviation Organisation (ICAO), will also be a key priority for DG MOVE in 2017 as well as promoting swift and ambitious **global solutions** on emissions from shipping at the International Maritime Organisation (IMO).

Additionally, specific activities in the context of the 2017 Maritime Year will build on the adoption of the Ports Regulation and contribute to a **new boost for jobs and growth**, in light of the importance of the EU shipping and ports industry for European economy. Contributing to **a deeper and fairer internal market**, Particular emphasis will be put in 2017 on ensuring that existing European transport legislation is properly applied and enforced across all transport modes and that it remains "fit for purpose". Initiatives to clarify, simplify and establish common rules on access to the market and on social legislation will also contribute to this general objective. Transport activities also play a key role for increasing intra-EU trade in goods and services, thus contributing to the achievement of the Commission-wide target set for the impact indicators on intra-EU Trade, as set out in Annex 1 of DG MOVE's Strategic Plan for 2016-2020. DG MOVE will also pursue its work in favour of the provision of safe, accessible and affordable transport for everyone, notably through the development of new digital technologies and the promotion of multimodal solutions. Therefore contributing to **a connected digital single market**, DG MOVE will promote a coordinated and interoperable deployment of Cooperative Intelligent Systems, expected to significantly improve road safety, traffic

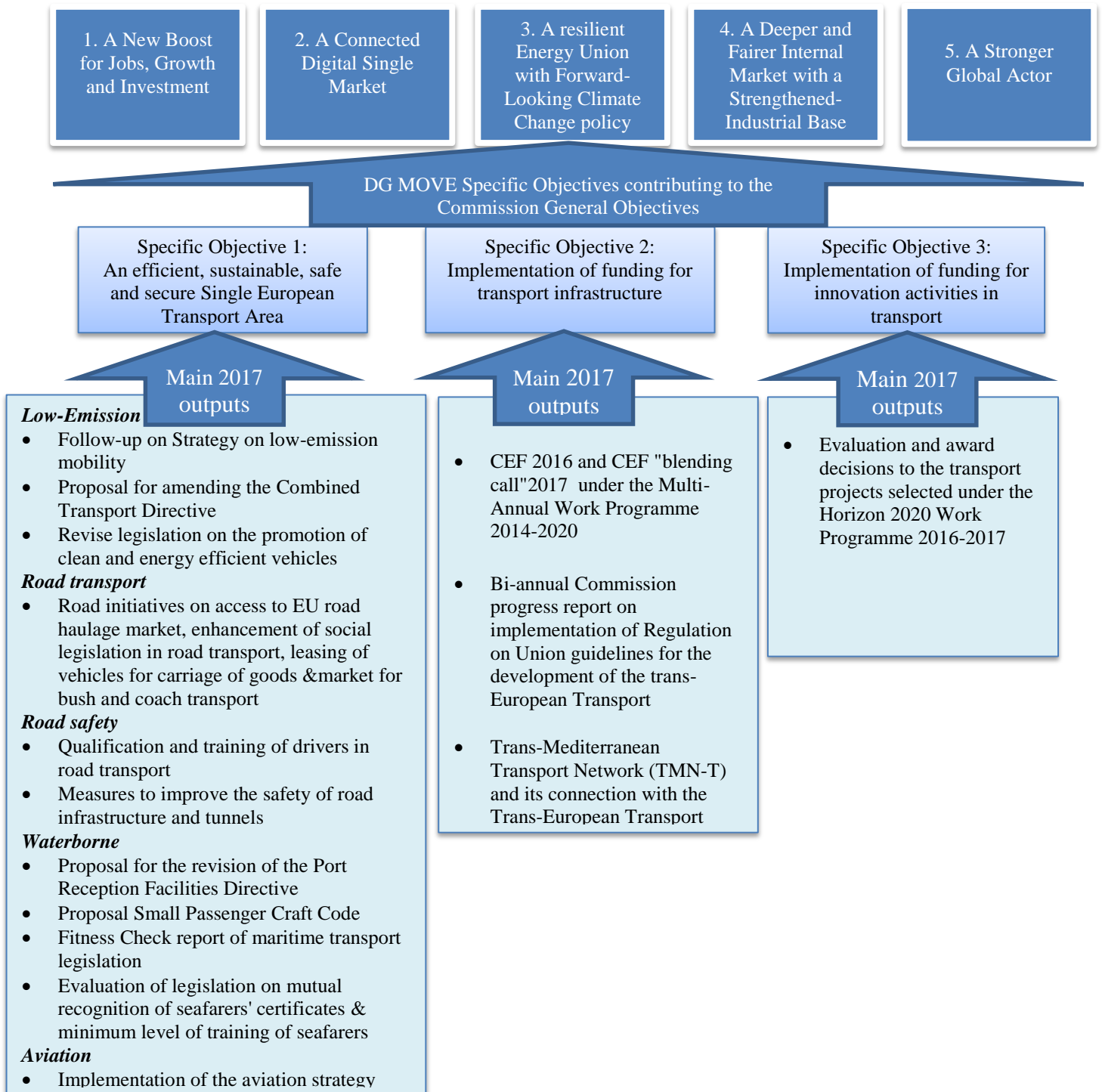
efficiency and comfort of driving. Ensuring transport security will be key to achieving progress towards an effective and genuine Security Union as mentioned in the Commission Work Programme 2017. Such initiatives will increase the efficiency of transport by responding to the mobility needs of people and goods while promoting lower emissions.

With the aim of **contributing to a modern European transport infrastructure**, and given the potential of investment in transport infrastructure **to boost growth and jobs**, DG MOVE will facilitate additional investment in transport infrastructure in 2017. This will be done, especially through the Connecting Europe Facility and the Commission's Investment Plan for Europe. Work towards the implementation of the TEN-T core and comprehensive networks will continue in 2017..These investments will contribute to meeting the Commission-wide targets to which the transport activities contribute, as reflected in Annex 1 of DG MOVE's strategic plan for 2016-2020. Additionally, the extension of the TEN-T network beyond the EU borders represents a key element in connecting the EU internal market with the markets of neighbouring countries, thereby making the **EU a stronger global actor** (as also reflected in the Commission impact indicator for this general objective).

By promoting an innovative transport sector, DG MOVE's research and innovation activities will contribute to the decarbonisation and digitalisation of transport, as well as to the creation of jobs, growth and investment. This will be done through the selection of transport projects under Horizon 2020 and, together with INEA, the launch of 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. We will also continue to implement important industrial innovation projects such as SESAR and Shift2Rail. The second wave of grants under the SESAR Joint Undertaking will notably be launched in 2017. DG MOVE will also promote the development of Smart Cities through involvement in the European Innovation Partnership, as well as close work with JRC on a Strategic Transport Research and Innovation Agenda (SRIA). Transport research and innovation activities will directly impact the Commission-wide target set out for the completion of a new boost for jobs, growth and investment through investment in R&D. This will be key to achieving a European transport system that is resource-efficient, climate- and environment-friendly, safe and seamless for the benefit of citizens, the economy and society at large.

The Management Plan 2017 highlights the most important deliverables for DG MOVE in 2017, which will contribute to achieving the objectives set out in the DG's Strategic Plan for 2016-2020. They build on the conviction that investment, innovation and a better regulatory framework are core instruments in driving change, as Europe digitalises and decarbonises its transport network. Here too the aim is to serve better Europe's people and to maintain the EU global influence, as outlined in DG MOVE's Strategic Plan 2016-2020.

The graph below illustrates how the delivery of the planned outputs for 2017 will be conducive to the achievements of DG MOVE Specific Objectives while contributing to the Commission General Objectives.



In addition to the Strategic Plan 2016-2020 and the annual Management Plan the framework used by DG MOVE for performance monitoring and reporting also includes other elements which provide information on the achievement of transport policy objectives. Indeed, the monitoring and reporting on the policy objectives and indicators in the legal bases of the spending programmes is done each year in the Programme Statements in the Draft Budget. Performance indicators for transport in the European Union can also be found in the EU Transport Scoreboard: http://ec.europa.eu/transport/facts-fundings/scoreboard/index_en.htm

PART 1. MAIN OUTPUTS FOR THE YEAR

The key deliverables for DG MOVE in 2017 include:

- Contributing to the **Deeper and Fairer Internal Market priority**, we will as set out in the Commission Work Programme (CWP) 2017 prepare initiatives to clarify, simplify and establish common rules on access to the road haulage transport market and to the profession as well as strengthen the enforcement of applicable social legislation in road transport and legislation on hired vehicles.
- In the framework of **A Resilient Energy Union with a Forward-Looking Climate Change Policy**, and as also highlighted in the CWP 2017, we will prepare initiatives to implement **the low-emission mobility** strategy, including on the Eurovignette and the European Electronic Tolling Service (EETS) Directives as well as on access to the market for bus and coach services.
- A Commission proposal amending **Directive 2009/33/EC of 23 April 2009 on the promotion of clean and energy-efficient road transport vehicles (CVD)** will also be put forward. The CVD aims at stimulating the market for clean and energy-efficient vehicles by requiring various public bodies to take account of lifetime environmental and energy impacts when purchasing road transport vehicles.
- We will come forward with a proposal for an amendment of the **Combined Transport** Directive to modernise incentives to reduce negative externalities such as emissions and congestion and to improve infrastructure use and transport safety.
- Regarding the **decarbonisation of the transport sector**, efforts will continue to ensure that global solutions for GHG reductions are agreed upon swiftly at IMO and implemented effectively, in particular through increased coordinated cooperation with non-EU countries.
- The follow-up of **the 2016 ICAO Assembly** which concluded negotiations on a landmark deal to address CO2 emissions of aviation, will contribute to a Resilient Energy Union with a forward-looking climate change policy as well as making the EU a stronger global actor.
- As part of the **Digital Single Market Priority**, we will deepen the digitalisation of transport and logistics. In particular, through the extension of the duration of the Intelligent Transport Systems (ITS) Directive that will enable the use of the delegation of power to adopt technical, functional and organisational specifications to support a coordinated and interoperable deployment of Cooperative Intelligent Systems in the EU, paving the way towards road automation.
- In the framework of **Road Safety** we will improve existing legislation on road infrastructure safety management and on minimum safety requirements for tunnels in the trans-European road network as well as on the initial qualification and periodic training of drivers of certain road vehicles for the carriage of goods and passengers.
- Following adoption of the **Fourth Railway Package** by the Parliament and Council in 2016, we will prioritise adoption of the key implementing acts needed to give full effect to the package.
- Improvement of the EU passenger rights legislation will continue in 2017, with a proposal to update and strengthen the existing Regulation on **passenger rights in rail transport**. This should contribute to a fairer passenger rail transport internal market after the decision on further liberalisation steps of this market taken with the adoption of the Fourth Railway Package.

- In 2017, we will continue to 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 together with the adoption of a proposal on a revision of Regulation 868/2004 on unfair practices 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.
- We also plan to finalise the amendment to the current Memorandum of Cooperation between the USA and the European Union on **civil aviation research and development**. The revised agreement will extend our current cooperation to all phases of ATM modernisation, including deployment topics, and to all other areas of the Single European Sky.
- For **transport security** to deliver effectively to the Security Union Agenda the Commission will reinforce its risk-based and outcome-focused approach when developing common standards for aviation, maritime and land transport security.
- DG MOVE will again in 2017 make an important contribution to the **Regulatory Fitness (REFIT) exercise** with an aim to clarifying and simplifying existing legislative provisions in order to facilitate implementation in the Member States, with a particular focus on maritime transport legislation regarding safety, efficiency and sustainability. For the latter we will come forward with a proposal for an amendment of the **Port Reception Facilities** Directive which will improve the handling, treatment and disposal of shipping waste and cargo residues and contribute to the extent possible to the circular economy.
- To support the creation of jobs, growth and the necessary investment in transport infrastructure we will provide **grants of some EUR 3 billion to projects on the TEN-T Core Network Corridors under the Connecting Europe Facility** third call for proposals, the synergy call and the blending call, managed together with the Innovation and Networks Executive Agency (INEA). In particular, the blending call and the Clean Transport Facility will contribute to promote the implementation of the European Fund for Strategic Investments (EFSI) in close cooperation with the European Investment Bank.
- The selection of **research and innovation projects in transport of approximately EUR 250 million** in 2017 under the Horizon 2020 programme, including SESAR and Shift2Rail, will contribute to the decarbonisation and digitalisation of transport, as well as to the creation of jobs, growth and investment.
- In particular, the **SESAR Joint Undertaking's** SESAR 2020 R&D programme will be ramping-up to full speed. On SESAR deployment, we will get the results of the 2016 CEF call for proposals, with a potential awarding of an additional EUR 300 million to support SESAR deployment. We will also launch the revision of the Pilot Common Project and have an initial discussion on the development of a second Common Project.

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

To achieve **an efficient, sustainable, safe and secure Single European Transport Area (Specific Objective 1 in Strategic Plan 2016-2020)**, improving regulation and ensuring a high degree of implementation of EU legislation in the transport area are key, as well as allowing open and fair competition both in the EU and in relations with key partner countries. The activities of DG MOVE in this area include the preparation of proposals for legislative measures and non-legislative actions in the various transport areas such as road, rail, maritime, inland waterways, ports and aviation as well as combined or multimodal transport operations.

For this purpose, the **right regulatory framework conditions** are essential. DG MOVE will fully implement the new **Better Regulation** approach which should lead to better quality of new policy proposals, making existing legislation fit for purpose through its continuous review and increased involvement of citizens and stakeholders. The Better Regulation Agenda and its implementing guidelines will be used as an opportunity and an integral and useful tool of policy making in DG MOVE. This will also help us make clear strategic choices and improve our ability to make progress on implementing a Single European Transport Area.

Promoting the **implementation and enforcement of the EU transport acquis** by Member States is also essential to delivering the benefits of such policies to European citizens and businesses. For this purpose, DG MOVE adopted in February 2016 a new strategy for a Smart Monitoring and Enforcement of EU transport acquis, consistent with the guidelines of the Commission's Better Regulation Agenda. This new approach, with its strengthened partnership with Member States – translating into the organisation of several infringement package meetings and the launching of a joint enforcement initiative on rail market opening with DG COMP – should, when fully implemented, lead to very high transposition rates of transport legislation by Member States and faster treatment of infringement files, in particular those relating to Commission priority cases when Member States fail to transpose EU transport directives on time, and deliver on the commitment to ensure a high degree of implementation embodied in the Specific Objective 1 in Strategic Plan 2016-2020.

Key policy deliverables in 2017 contributing to the implementation of an efficient, sustainable, safe and secure Single European Transport Area are listed in the table below. Additional information on initiatives in this area is also 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 2017:		
All new initiatives and REFIT initiatives from the Commission Work Programme		
Output	Indicator	Target
Road initiatives as indicated in the Commission Work Programme 2017 Annex 1 and 2 (MOVE.C1)	Adoption of Commission Proposals revising current legislation on Access to the Market and to the Profession for Road Haulage, on Buses and Coaches and on Hired vehicles, on Driving/rest time, Working time and Enforcement rules, and on Road Charging – Eurovignette and European Electronic Tolling Service (EETS) (AP 2016/MOVE/029 et al.)	Q2 2017, except Buses and Coaches in Q4 2017
Revision of Directive 2009/33/EC on the promotion of clean and energy efficient vehicles (MOVE.B4)	Adoption of a Commission Proposal for Revision of Directive 2009/33/EC (incl. impact assessment) (AP 2017/MOVE/002)	Q4 2017
Proposal for a Small Passenger Craft Code (MOVE.D2)	Adoption of Commission proposal (AP 2017/MOVE/014)	Q4 2017
Adoption under the REFIT exercise of a proposal for a Directive 2008/96/EC on road infrastructure safety management and Directive amending Directive 2004/54/EC on minimum safety requirements for tunnels in the trans-European road network (MOVE.C2)	Adoption of Commission Proposals (AP 2016/MOVE/007)	Q4 2017
Proposal for a Revision of the Port Reception Facilities Directive (MOVE.D2)	Adoption of Commission proposal (AP 2017/MOVE/001 – CWP 2016)	Q2 2017
Fitness Check report of maritime transport legislation (MOVE.D1+D2)	Adoption of Fitness Check and individual evaluation reports (AP 2016/MOVE/76, 2016/MOVE/57, 2016/MOVE/58, 2016/MOVE/59, 2016/MOVE/44 – CWP 2016)	Q2 2017
Evaluation of Directive 2005/45/EC on the mutual recognition of seafarers' certificates issued by the Member States and of Directive 2008/106/EC on the minimum level of training of seafarers	Adoption of REFIT evaluation report (AP 2016/MOVE/57 – CWP 2016)	Q2 2017
Adoption of the proposal for amendment of Directive 92/106/EC (Combined Transport Directive) (MOVE.D1)	Adoption of the proposal by the Commission (AP 2017/MOVE/006)	Q4 2017
Other important outputs		

Output	Indicator	Target
Revision of the ITS Directive, to extend the period of delegation conferred to the Commission beyond the current deadline of 27 August 2017 (MOVE.B4)	Adoption of Commission proposal (AP 2016/MOVE/047)	Q1 2017
Proposal for a revision of Regulation 1371/2007 on rail passenger rights (MOVE.B5)	Adoption of Commission Proposal (AP 2016/MOVE/006), subject to the outcome of the Impact Assessment	Q2 2017
Adoption of a proposal for a Directive amending Directive 2003/59/EC on the initial qualification and periodic training of drivers of certain road vehicles for the carriage of goods or passengers (MOVE.C2)	Adoption of Commission Proposal (AP 2013/MOVE/013)	Q1 2017
Implementation of the aviation strategy (see indicative plan annexed to aviation strategy communication (COM/2015/0598 final) (MOVE.E1&E2&E4)	Implementation of initiatives in indicative plan (e.g. continuation/completion of negotiations of comprehensive EU air transport agreements and bilateral aviation safety agreements; completion of negotiations between the co-legislators on a proposal for common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency including a framework to deal with civil drones; adoption of a proposal on revision of regulation 868/2004 on unfair practices)	2017
Finalisation of the necessary rules and procedures in order to ensure that the Global Market-Based Mechanism (GMBM) can be implemented in time. Revision of EU Emissions Trading System (ETS) for aviation (MOVE.E1)	Contribute to the development of the necessary rules and procedures in order to ensure that the GMBM can be implemented in time. Contribute to the revision of the EU ETS for aviation.	2017
Mid-term evaluation of anti-pollution measures and Progress report on the implementation of the EMSA mandate (MOVE.D2)	Adoption of the mid-term evaluation and the progress reports (AP 2017/MOVE/29 & 2017/MOVE/30)	Q4 2017

Low-Emission mobility

In the framework of A Resilient Energy Union with a Forward-Looking Climate Change Policy, the Commission will follow-up on the **Strategy on low-emission mobility** presented in July 2016 in order to increase the efficiency of transport by responding to the mobility needs of people and goods and promoting lower emissions, including a gradual shift to zero emission vehicles. The Commission will also prepare initiatives highlighted in the low-emission mobility action plan on the Eurovignette and the European Electronic Tolling Service (EETS) as well as on access to the market for bus and coach services.

Initiatives related to **alternative fuels and sustainable urban mobility** will also contribute to the Commission priorities 3 (A resilient energy union with a forward-looking climate change policy) and 1 (A new boost for jobs, growth and investment). This will

include the implementation of Directive 2014/94/EU on the deployment of alternative fuels infrastructure and, where appropriate, on the work of the Sustainable Transport Forum. A report to the European Parliament and to the Council (art. 10.2) with the assessment of the National Policy Frameworks (art. 10.2 of Directive 2014/94/EU on the deployment of alternative fuels infrastructure) will be submitted. The Commission will prepare a delegated act on several standards for alternative fuels infrastructure, and an implementing act for fuel price comparison (art. 7.3). The Commission will also make a proposal for the revision of Directive 2009/33/EC on the promotion of clean and energy-efficient road transport vehicles.

The **Combined Transport Directive** supports intermodal transport in EU with an aim to achieve the seamless transfer between transport modes and contribute to reducing negative externalities such as emissions and congestion and improving infrastructure use and transport safety. Its amendment will address the shortcomings identified in the REFIT ex-post evaluation (SWD(2016)140) and aim to simplify the eligibility criteria in order to improve implementation.

The Commission will also promote the use of clean buses by supporting the deployment of **Clean Buses Initiative** through a dedicated platform for cities, regions, operators and manufacturers (see also below under Specific Objective 2).

Through the preparation of specifications for **cooperative intelligent transport** systems (C-ITS) under the ITS Directive 2010/40/EU Cooperative, the promotion of connected and automated vehicles will also contribute to the European Strategy for Low-Emission Mobility. This initiative is further detailed in the section below on Digitalisation.

In support of a resilient Energy Union, we will continue our efforts to facilitate the access to **financing for green technologies**. The Commission, together with the European Investment Bank will scale up the **Green Shipping Guarantee programme** to accelerate investments in clean maritime technologies.

A deeper and fairer internal market

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 and posting of workers will be clarified, thus 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, more interoperable tolling systems and to create the basis for sustainable transport financing as part of the Energy Union initiatives (see also above under Low-Emission mobility).

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 and transport of dangerous goods, while improvement of the existing legislation is foreseen in the fields of training and qualifications of professional drivers as well as of 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, as well as on reaching cruise speed in the preparatory works for the next Road Safety strategic framework.

Aviation

2017 will see the continuation of the implementation of initiatives listed in the indicative plan annexed to the **aviation strategy** the Commission adopted in December 2015. This

will include the completion of on-going inter-institutional processes (e.g. SES2+, slots, and passengers' rights), the completion of negotiations on a proposal establishing a European Union Aviation Safety Agency including a framework on civil drones, negotiations of agreements (in 2016 the Commission was authorised to open negotiations with the Association of Southeast Asian Nations (ASEAN), Turkey, Qatar, the United Arab Emirates (UAE) and Armenia), new legislative proposals notably a proposal on a revision of Regulation 868/2004 aiming at addressing third countries' unfair practices; finally, guidance documents (notably Commission's interpretative guidelines on Ownership & Control of EU carriers and on Public Service Obligations), studies and evaluations. Regarding the latter, three ex-post evaluations are foreseen for 2017: evaluation of Directive 2009/12/EC on airport charges, of Regulation 996/2010 on aviation accident investigation and of Regulation 2111/2005 related to the EU air safety list.

Environment is also part of the aviation strategy. In 2016, the International Civil Aviation Organisation (ICAO – a UN body dealing with civil aviation) held its 39th General Assembly. The Assembly concluded negotiations on a landmark deal to address CO2 emissions of aviation. In 2017, the Commission will complete its assessment of the impact of this deal in the context of the EU Emissions Trading System for aviation, and will present a report and a legislative proposal to the European Parliament and the Council. Moreover, it will contribute to the development of the necessary technical and implementation rules to ensure that the Global Market-Based Mechanism (GMBM) will be operational as of 2020.

Rail

With the adoption by the legislator of both the technical pillar and market pillar of the **4th Railway package** completed in 2016, in 2017 we will in particular deliver on the most urgent among the twelve implementing acts required under the technical pillar and the two acts falling under the market pillar, as well as completing the remaining implementing acts under Directive 2012/34/EU. These efforts will seek to enhance the competitiveness of European railways through establishing a level playing field for a fair competition on the track and to prepare for the new role of the European Union Agency for Railways as from mid-2019 in issuing vehicle authorisations and safety certificates in place of the Member States.

As for 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, as well as continuing to ensure the correct application of Directives on train drivers and on safety. At the beginning of 2017 the Commission will complete an evaluation of rail freight corridors to understand their effectiveness, which may possibly lead to a proposal for revision of the existing Regulation. Through an enhanced dialogue with infrastructure managers and railway undertakings, the Commission will actively support the rail sector in developing soft measures for boosting rail freight in 2017 and the subsequent years. The Commission evaluation on the rules for training of locomotive drivers to be completed early 2017 is also likely to lead to a proposal for revision of the existing Directive. The Commission will continue to actively promote the leading role of European rail manufacturing industry in its contacts with third countries, and will work to ensure that the work of the Shift2Rail joint undertaking is fully aligned with the Union's railway policy objectives.

Waterborne Transport

In the area of Waterborne transport, attention will be given to the continued modernisation of the maritime, port and inland navigation policy framework.

The Commission will work to implement the new **Ports Regulation after its adoption**, State aid rules and TEN-T/EFSI instruments with 'road shows' reaching out to the port

community. Under the "maritime year" the Commission will also engage with stakeholders on forward looking elements such as the Port of the Future and green ports.

On **inland waterway policy**, the Commission will in 2017 continue its work to facilitate the adoption of the Directive on the Recognition of professional qualifications by the legislator and will adopt acts to implement the newly adopted Directive on technical requirements for inland waterway vessels. The first European Inland Navigation Summit will be organised in the autumn of 2017, paving the way for the NAIADES II progress report to be published beginning 2018.

As a follow-up to the REFIT evaluation of the **Port Reception Facilities Directive** launched in 2015 and consecutive thorough impact assessment analysis and extensive consultations with national maritime administrations, port authorities and industry stakeholders, the Commission will adopt a proposal for revising the directive with the aim to improve its application and enforcement and facilitate the monitoring of the handling and disposal of shipping waste and cargo residues, including through the use of EMSA systems, as well as to incorporate international standards (revision of the annexes of the MARPOL Convention).

The Commission will also present an overall **Fitness Check of maritime transport legislation** including legislation on port state control, flag state responsibilities, maritime accident investigation, reporting formalities and vessel traffic monitoring. The framework will be modernised maintaining high standards for the protection of people and environment, through updating, simplifying and keeping it in line with the international obligations developed under IMO and ILO, in the interest of European shipping industry. The assistance of EMSA will be further enhanced for effective implementation of existing rules and to sustain efficient and competent national maritime administrations in their role as flag, port and coastal states.

In particular, the **REFIT evaluation of the Directive on Reporting Formalities for ships (RFD)** and the Directive on Vessel Traffic Monitoring and Information Systems (VTMIS) will assess the contribution of these two legal acts to the overall EU maritime transport policy and the facilitation and establishment of a maritime internal market – the European Maritime Transport Space without barriers – which is efficient, safe, secure and sustainable. In parallel, the **eManifest project** will be continued, harmonising the cargo information and testing its submission and exchange through the European Maritime Single Window prototype.

As a follow-up to the Fitness check of the **passenger ship safety legislation** and as a second wave of measures after the 2016 legislative proposals focussing on the simplification of the three concerned directives, the Commission will propose a functional Code for small passenger craft. Following extensive consultations with Member States and industry stakeholders, the proposal for a Council recommendation will take up work on recommendations for technical requirements for small domestic passenger ships excluded from the EU legislation.

Regarding the **European Maritime Safety Agency**, the Commission will adopt a Progress report on the implementation of the agency's mandate incorporating the results of the evaluation commissioned by the Administrative Board and the recommendations delivered by the same Board. A mid-term evaluation report will be adopted in parallel presenting the results of the use of the financial multiannual envelope for EMSA activities for response to pollution from ships and oil and gas installations and their effectiveness, efficiency, relevance, coherence and added value.

The Commission will also publish a Staff Working Document on the ex-post evaluation of the **Motorways of the Sea** programme/policy.

Digitalisation of transport and logistics

As part of the **Digital Single Market priority**, the Commission will promote the digitalisation of transport and logistics, in particular by proposing a revision of the Intelligent Transport Service (ITS) Directive and publishing a Delegated Regulation of the ITS Directive for the provision of EU-wide multimodal travel information that will establish the necessary specifications for the accessibility, exchange and update of travel and traffic data and distributed journey planning for the provision of multimodal information services in the European Union. More specifically, in the context of the measures announced in the "European strategy on Cooperative Intelligent Transport Systems, a milestone towards cooperative, connected and automated mobility", the Commission will issue guidance regarding the European C-ITS Security and Certificate policy in 2017. It will work as well in the development of guidance regarding data protection and privacy by design.

The Commission will carry out an impact assessment for a possible legislative initiative on **electronic documents for transport**. The initiative will tackle the issue of digitalisation and acceptance of electronic freight transport documents by both public authorities and private stakeholders, as well as analyse the possibility for an electronic single multi-modal transport document so far hampered by the historical fragmentation of the transport documents legal regimes. It will draw on the on-going work of the Digital Transport and Logistic Forum (DTLF); on recent and on-going EU legislative developments in relevant domains, such as the EU legislative framework on the electronic signatures and trust services (eIDAS regulation) and transport specific ones such as the TAF TSI for rail or the maritime European Single Window; as well as on open platform technological developments such as the Building Blocks for the delivery of digital services (CEF Digital eDelivery).

Global Europe

As highlighted in the Commission Work Programme 2016-2017, DG MOVE contributes to the objective "**EU as a stronger global actor**" through the promotion of EU transport policies, in particular the TEN-T ones, as well as of EU technical standards all over the world, with a special emphasis on emerging markets and with a view to support EU industry and keeping its leadership in the transport sector.

In this context, the setting up of the Trans-Mediterranean Transport Network (TMN-T) and its connection with the Trans-European Transport Network as well as the revision of the financial set up to support project implementation and connectivity reforms in the neighbourhood remain key priorities for 2017.

Furthermore, the Commission will request a negotiation mandate in view to ratifying the Treaty establishing the Transport Community with South European Partners.

Outside the immediate neighbourhood, DG MOVE will increase its activities in key markets. The Commission (DG MOVE) is already engaged in important Transport Dialogues with China, Japan, Singapore and Turkey and is looking to engage further with key global players as well as the emerging high growth markets. Concerning the latter, DG MOVE is seeking to launch an EU-ASEAN Transport Dialogue. Since Singapore is a key partner in cross-cutting issues such as security and climate change, DG MOVE will keep exploring bilaterally new areas where to engage our transport relations with this important ASEAN country.

In 2017, the Commission will aim for the further implementation of the Memorandum of Understanding on the EU-China Connectivity Platform, with the main objectives of channelling Chinese investments into TEN-T priorities, guarantying the respect of the relevant EU laws and creating business opportunities based on a level playing field and market rules for the industry on both sides. In addition to the Connectivity Platform

which concentrates on infrastructure/financing, DG MOVE will look to continue deepening its Transport Dialogue (High Level Meeting) with China.

The Commission will also aim to implement the transport provisions of the EU-JAPAN SPA (Strategic Partner Agreement) and Free Trade Agreement (FTA).

A multimodal Transport Dialogue between the EU and Turkey was set up in 2013 and could be re-launched to strengthen the cooperation in non-controversial areas which shall benefit from substantial pre-accession funding, namely road safety, intelligent transport systems and urban transport.

Other high level dialogues with major partners such as US, the Gulf Cooperation Council (GCC), Iran, Israel, Australia and Brazil will be also explored. DG MOVE will seek to support EU industry, open further key markets and promote EU/International standards.

The Commission will continue to prepare its new development policy approach reflecting the 2030 Agenda (UN Sustainable Development Goals agreed in 2015). DG MOVE will emphasise the importance of the role played by sustainable, interconnected and secure transport networks to promote growth, trade and investments at global level.

In particular, DG MOVE will provide its input to the Commission Communication on 'Africa-EU Partnership' Communication (cf. CWP 2017) on the strategic objectives and priorities of the EU-Africa relations that will pave the way to the new Joint Africa-EU Strategy to be agreed at the Summit in November 2017.

Also in the area of international cooperation, the Commission will continue the implementation of the Trilateral Agreement EU-US-Japan, and the Singapore Cooperation Agreement in Intelligent Transport Systems (ITS).

Citizens

Transport security

For transport security to deliver effectively to the **Security Union Agenda** the Commission will reinforce its risk-based and outcome-focused approach when developing common standards for aviation, maritime and land transport security in particular rail. A new focus will be given to reduce the vulnerability of public spaces linked to transport infrastructures and arrangements allowing a coordinated response in case of security incidents. In respect to aviation security the Commission will put an emphasis on activities at the international level with an aim to enhancing security of inbound flights through increased capacity building with partner countries that demonstrate persistently low levels of security. The Commission will reinforce its audit and inspection capability to ensure rapid rectification of identified security deficiencies. The Commission will strengthen the cooperation of all stakeholders involved in the security agenda and continue its enhanced cooperation at the international level. In the context of the Aviation strategy the Commission will negotiate a One Stop Security regime with Singapore and possibly Japan.

Passenger rights

In 2017, the rules concerning **passenger rights in rail transport** will be updated and improved. The proposed revision of the rail passenger rights Regulation will increase the level of passenger protection, in particular on domestic journeys as well as the rights of persons with disabilities or reduced mobility, taking into account the necessities of a competitive rail passenger industry in relation with other modes of transport. The Commission should also publish a set of good practices for travel by persons with disabilities and persons with reduced mobility.

Additionally, **attracting more women in the transport labour market** could significantly contribute to reduce the expected workforce shortage in the transport sector. The Commission will encourage good practices at EU, national or company level to improve employment of women in transport

Urban mobility

The Commission will pursue the implementation of the **Urban Mobility Package** through the provision of non-binding guidance documents on City logistics and Urban Vehicle Access Regulations. In addition, the Commission will launch a technical assistance action addressed to 50 cities with a view to developing an Urban Mobility Scoreboard on the basis of a number of appropriate indicators.

The Commission will also raise awareness on **improved urban mobility** through the organisation of the 2017 European Mobility Week by encouraging numerous participants to get involved in wide range of activities promoting improved urban mobility. The Commission will also promote cycling notably through the definition of a EU cycling strategy to be presented at the CIVITAS Conference in September 2017 and the launching of a study on Guidance for cycling projects in the EU.

Regulatory Fitness (REFIT)

As also mentioned above, 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 the continuation and the finalisation of the comprehensive evaluation exercise of maritime transport legislation launched in 2016, including legislation on seafarers training, port state control, flag state responsibilities, maritime accident investigation, reporting formalities and vessel traffic monitoring. The evaluations carried out in 2015 in the areas of port reception facilities and passenger ship safety will lead to proposals respectively for a revised directive and a small craft code, the latter being complementary to the simplification proposals presented in 2016.

B. CEF Transport – Financing of transport infrastructure

The Connecting Europe Facility (CEF) aims at providing EU financial assistance to the completion of the core and comprehensive Trans-European networks for transport which contribute to the following priorities pursued by the European Commission:

- Investment, jobs and growth, as the CEF together with EFSI mobilise public and private investments into Europe's mobility network which is expected to trigger growth and jobs in the transport sector and beyond, for the whole economy
- Digital Single Market, since the TEN-T network facilitates the deployment of traffic management systems, digital technologies and smart technologies (in particular ITS, ERTMS, MoS, SESAR, RIS and VTMS)
- Energy Union and climate, as the TEN-T network is designed on 9 multi-modal corridors and 2 horizontal priorities (ERTMS and Motorways of the Sea) allowing for the promotion of the most efficient use of sustainable modes of transport and the deployment of low emission mobility
- Internal Market as the very purpose of the TEN-T is to allow the physical integration of national transport network, remove bottlenecks and create missing links. This is a pre-condition for the free movement of goods and people to effectively happen and allow European citizens and businesses to access the internal market
- A stronger global actor: the extension of the TEN-T network beyond the EU borders represents a key element to connect the EU internal market with neighbouring countries. A common transport network has been defined with the

Western Balkans, the Eastern Partnership and Turkey and has been or is currently being enshrined in EU law. This policy entails several opportunities in terms of investment, trade, technology and standards

The transport sector **will continue to actively contribute to the implementation of the Investment Plan for Europe** with the aim to deliver a clean and efficient core network by 2030.

Work towards the implementation of the TEN-T core and comprehensive networks will also continue in 2017. The European Coordinators will finalise the Core Network Corridors work plans of third generation completing the analysis of the network notably as regards the impact on climate change, the in-depth assessment of projects and investment needs as well as the integration of measures promoting low-emission mobility.

DG MOVE ensures the implementation of funding for the Trans-European Network under the Connecting Europe Facility in close cooperation with INEA, which ensures the technical and financial management of the CEF grants.

In 2017, we will provide **grants of some EUR 3 billion to projects on the TEN-T Core Network Corridors under the Connecting Europe Facility** third call for proposals, the synergy call and the blending call. In particular, the blending call and the Clean Transport Facility will contribute to promote the implementation of the European Fund for Strategic Investments (EFSI) in close cooperation with the European Investment Bank.

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 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
CEF "blending call" under the Multi-Annual Work Programme 2014-2020	Adoption of the work programme and publication of the calls for proposals	January 2017
	Selection decision	November 2017
CEF calls 2016 under the Multi-Annual Work Programme 2014-2020	Evaluation and selection of the proposals	Q2 2017
	Selection decision	July 2017
Bi-annual Commission progress report on the 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.	Publication of the progress report and submission for information to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions.	1st bi-annual Commission progress report to be issued early 2017.

Trans-Mediterranean Transport Network (TMN-T) and its connection with the Trans-European Transport Network	Adoption of maps of Trans-Mediterranean Transport Network (TMN-T) through the delegated act provided for by Article 49, paragraph 4 and Article 49, paragraph 6 of Regulation (EU) n°1315/2013 on the trans-European transport network	Q4 2017
Other important outputs		
Output	Indicator	Target
CEF mid-term evaluation	Publication of Staff Working Document and EC Report to Council and EP	End summer 2017
TEN-T ex-post evaluation	Report by external evaluator	End 2017

Based on the first years of implementation of the 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 progress report on the implementation of the TEN-T by the end of 2017. 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 the EU.

The policy framework will be further enhanced notably to provide further guidance on the prioritisation of investments through the adoption of the Work Plans, the European Deployment Plan for ERTMS, the Detailed Implementation Plan for the Motorways of the Seas and implementing decisions on cross-border infrastructure projects.

The development of the TEN-T network will **be promoted within the three pillars of the Investment Plan for Europe** in particular by i) enhancing funding and financing opportunities ii) ramping up advisory support and capacity building advisory support and capacity building and iii) improving the regulatory framework.

Enhancing funding and financing opportunities

The Calls for Proposals planned under the Connecting Europe Facility (CEF) in 2016 will have an available envelope of about EUR 3bn to be committed in 2017.

The **third Call for Proposals related to projects on the TEN-T Core Network Corridors under the CEF**, which was launched on 13 October 2016 (with deadline for submission of proposals of 7 February 2017), has an indicative amount of about **EUR 1.9 billion, including EUR 1.1 billion under the Cohesion envelope**. One of the deliverables for 2017 are grant agreements signed in the third quarter after evaluation and award decisions to be finalized by the summer.

A blending call will be launched early 2017, with EUR 1 billion in grants available for projects that blend CEF grants with financial instruments, notably provided by EFSI. Proposals will be evaluated and selected during the course of 2017. This will be the key deliverable for 2017. Transport projects often have strong economic value but weak financial case. This means they cannot be financed by financial instruments alone, but require a grant component. The combined use of grants and financial instrument will help projects become economically and financially viable, thus enhancing the added value of Union spending by attracting additional resources from private investors.

A first **Call for Proposals to support synergy actions between the transport and energy sector** was launched on 28 September 2016 (with deadline for submission of proposals of 13 December 2016), with a total budget of €40 million.

A **Clean Transport Facility (CTF)** was announced at the TEN-T days in Rotterdam in June 2016 and launched in December 2016. It will make use of financial instruments and blending to deploy innovative low carbon technologies. The purpose of the CTF is to speed up the decarbonisation in the transport sector, notably via the deployment of alternative fuels in land transport and shipping, and initially focusing on the segments of the market and projects more promising in terms of impact, such as clean buses in urban areas.

Pending decisions on MFF mid-term review and allocation to be decided from the CEF financial instruments budget to the EFSI 2.0, and if appropriations still available, specific Annual Work Programme 2017 for Financial Instruments will be set to continue the **implementation of the CEF Debt Instrument**.

DG MOVE will work to ensure that a proposal for an integrated and result based "**CEF 2" funding framework for the period after 2020 is well reflected in the EU budget for the next Multiannual Financial Framework (MFF)**". To be ready on time, DG MOVE will perform in 2017 an ex-post evaluation of the TEN-T programme 2007-2013, **the CEF mid-term evaluation and an impact assessment for the "CEF 2"**.

Ramping up advisory support and capacity building advisory support and capacity building

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 PSAs will be implemented throughout 2017.

Building technical competence at Member State level is essential. To this end, DG MOVE will facilitate the delivery of dedicated transport resources under the advisory Hub working with EPEC, ELENA and JASPERS to support upstream 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.

The Programme Support Actions provided for in the Multi-Annual Work Programme (MAP) concern the maintenance, adaptation and further development of a European ITS Framework Architecture for Intelligent Transport Services (ITS) and the support to project promoters to prepare for the blending call for a total amount of EUR 1.2 million in 2017 + EUR 4 million on a multi-annual basis.

Improving the regulatory and planning framework

Strengthening the effectiveness of the current regulatory framework is of great importance to mobilise private investment in EU transport infrastructure and to make efficient use of public resources.

Taking stock of the results of the study on permitting and facilitating the preparation of TEN-T core network projects, DG MOVE will perform an impact assessment of measures streamlining the regulatory environment for the implementation of infrastructure projects

Extending the TEN-T network to neighbouring countries

The TEN-T Regulation will integrate, through delegated acts, the extension of the TEN-T network to the EUROMED countries.

C. Horizon 2020 – Research and innovation related to transport

In line with the major priorities of the European Commission with regards to jobs, growth and investment, the Energy Union and the Digital Agenda, in 2017, 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 2017 is the completion of **the selection of transport projects for a total amount of approximately EUR 250 million under the Horizon 2020 Work Programme 2016-2017**. DG MOVE ensures the implementation of funding for research and innovation activities in the transport area under Horizon 2020 in close cooperation with INEA.

Relevant general objective(s):1, 2, and 3 (see Strategic Plan 2016-2020)		
Specific objective 3: "Ensure the implementation of funding for research and innovation activities in the transport area under Horizon 2020 by 2020"		Related to spending programme(s) Horizon 2020
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
Evaluation and award decisions to the transport projects selected under the Horizon 2020 Work Programme 2016-2017	Horizon 2020 grants, delegations, contributions signed for transport projects and programmes.	Completion of selection of projects in 2017 (for a total amount of approximately EUR 250 million)

DG MOVE will also continue to manage FP7 and Horizon 2020 projects belonging to the CIVITAS Initiative, as well as projects for the deployment of alternative fuels and for sustainable mobility in urban nodes.

Under the Horizon 2020 programme, we will also continue with the implementation of the work programme 2016/17. DG MOVE will directly manage several Coordination and Support Actions (CSAs) which have direct and immediate impacts on ongoing policy initiatives. For instance, projects NEWBITS and CAPITAL will contribute to the policy area of Intelligent Transport Systems, project BUYZET and SPICE will focus on Urban Mobility and project SPICE on Logistics. Furthermore, together with INEA, we will launch and promote additional 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.

The projects selected through the first open call for Exploratory Research will be heading towards their termination.

The first grants to the SESAR JU members for Industrial Research and Very Large Scale Demonstrations will be in execution.

The second call for Exploratory Research on Remotely Piloted Aircraft Systems (RPAS), including the Unmanned Aircraft Systems (UAS), Traffic Management (UTM) and the call "Provision of Civil Airspace Users advice services to support SESAR", aiming at securing the engagement of civil airspace users in SESAR, will be finalised.

The second wave of grants to SESAR JU members will be launched in 2017.

The third SESAR2020 Exploratory Research and Very Large Demonstrations Open Calls will also be closed.

We shall also promote the development of **Smart Cities**, in particular via leading the 2017 transport actions of the European Innovation Partnership.

We will work on a **Strategic Transport Research and Innovation Agenda (STRIA)** as part of a Staff Working Document 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 the launch of a statistical module measuring transport innovation.

We will also continue preparing the further implementation of Horizon 2020 with the **development of the 2018-2020 transport work programme** and the analysis of transport results for the **2017 mid-term review of Horizon 2020**, incorporating 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, as well as reflecting the work of the DG MOVE-led Joint Undertakings (SESAR and Shift2Rail).

The preparation of the Horizon 2020 work programme (transport challenge) for 2018-2020 includes input via the independent experts of the **Transport Advisory Group (TAG)** and discussions with **EU Member States**. The TAG will continue meeting on priorities, while further exchanges on R&I priorities will continue with industry representative bodies, such as the Advisory Council for Aviation Research and innovation in Europe (ACARE), the European Road Transport Research Advisory Council (ERTRAC), the European Rail Research Advisory Council (ERRAC), the Alliance for Logistics Innovation through Collaboration in Europe (ALICE) and the WATERBORNE Technology Platform. Furthermore, several Commission services will be engaged in the process, including DGs RTD, CNECT and ENER. Such widespread external and internal 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 (expected in Q3 2017).

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

The reorganisation of DG MOVE, implemented at the end of 2016, addressed several issues raised in the 2016 Management Plan and advanced towards reaching the specific objectives and targets set for 2020. By introducing purely vertical and horizontal Directorates versus the previous hybrid structure, mapping existing tasks, measuring workload, redeploying staff to match competences with jobs, improving organisational fitness indicators (in particular as regards the rationalisation of secretarial support), DG MOVE has achieved a more streamlined and efficient structure, aligned workforce to political priorities and generated important synergies. The implementation of the fourth railway package, central to the Juncker priorities in pursuing the creation of a real internal market, was allocated to two Units (instead of one previously), better regulation was given a clearer focus in one Unit, enforcement of current legislation was also emphasized in one Unit, and the efforts in this direction will continue. In 2016 talent management actions were also high on the agenda. In effect, DG MOVE created Deputy Head of Unit functions in each Unit with the objective to select the next generation of middle managers and in that respect to promote talented staff as Deputy Heads of Unit to test their managerial skills in 2017. In 2017 DG MOVE will evaluate the implementation of the reorganisation, including through feedback from staff, and will subsequently assess whether further fine-tuning will be necessary.

However, despite steering of existing resources and net organisational gains, DG MOVE still faces the challenge of decreasing resources induced by the Commission taxation and the redeployment exercises. Although DG MOVE is more efficiently structured now, the possibilities to continue delivering on MOVE political priorities through internal redeployment have reached their limits. This is mainly reflected in the difficulty of recruiting highly specialised profiles needed to deliver on the recently adopted proposals (e.g. aviation strategy, decarbonisation of transport, or the first ever sectoral climate change agreement at ICAO reached in October 2016). The necessity to ensure technical expertise in the priority areas and various sectors and markets such as decarbonisation, financing infrastructure or digital transport agenda will therefore require major efforts in 2017. Against this background, DG MOVE will consider organising a specialised transport competition in 2017 relating to priority areas that DG MOVE needs to cover.

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way that HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) inside DG HR. Each DG will have an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

DG MOVE will move to the new way of working in 2017. DG MOVE will be supported by AMC2 which will serve the following group of DGs: AGRI, EAC, ENER, MARE, RTD and SANTE.

Definition of HR strategy and priority actions to make progress towards the Strategic Plan targets are the responsibility of the HR Business Correspondent and will continue to be addressed in the DG Management Plan and Annual Activity Report.

In addition, DG MOVE has made progress towards achieving the 2020 targets and indicators identified in the Strategic Plan by defining a set of priorities and by implementing specific actions.

Building on the recent experience (Strategic Plan Indicator 1: ratio of female middle managers of 30% in October 2016), and also taking good note of Vice-President Georgieva's Letter on Equal Opportunities to Commissioner Bulc pointing to the necessity of an increased effort in terms of appointing women to middle management functions (with a target of 45% female middle managers by 2019), DG MOVE is committed to intensify the already existing practice of carefully assessing the available management posts, discussing them at senior management level and seizing the opportunity to make further progress, also with regard to 1st appointment as middle manager by 2019.. Moreover, at the end of 2016 DG MOVE launched the call for application for all (6) vacant Deputy Head of Unit functions in DG MOVE with the explicit notice that in case of equal merit priority will be given to female candidates. Subsequently, trainings ("Unlock your hidden potential") will be organised for the eligible female ADs in order to encourage and foster managerial skills. Female members will continue to be part of all recruitment panels.

On well-being, given the positioning (34%) slightly below the Commission average (35%) in the 2016 Staff Survey, DG MOVE will intensify 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, "shoe-boxes" campaign; and an extended offer of physical activities such as pilates, jogging in the park, yoga, reiki and free book exchange. At the same time, as part of the objectives of the reorganisation, the better match between skills and jobs as well as streamlining internal processes are expected to enhance balance between work and private life. These actions and activities are fully in line with the Commission wellbeing/fit@work programme.

DG MOVE has also addressed the matter of 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) are intended to contribute to a better identification of aspirations and job-match and thus improving staff satisfaction. In this sense, in a time of diminishing resources, one of the important objectives of the 2016 reorganisation of DG MOVE was to find better ways of working together and identify the best fit between staff competences and jobs. The 2016 annual DG Away Day contributed as always to strengthening the bonds among staff and further developing the motivation culture in the DG. All these endeavours, that will continue in 2017 too, have been eventually reflected in the 2016 Staff Survey. DG MOVE is among the top best-ranking DGs with a total engagement score of 70% (71% in 2014), as compared to the Commission overall of 64%. As indicated in the SP, DG MOVE is committed to stay above the Commission average and constantly progress in 2017.

As the results of the Staff Survey were released at the end of October 2016, DG MOVE welcomes the generally positive outcome and communicate about the overall results to all staff first, which will be followed at a later stage by a fully-fledged analysis and development of an action plan to address possible weaknesses.

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 2017:

Output	Indicator	Target
Development of the talent management strategy	Development of the strategy (identify staff training needs and career aspirations, raise the managers' awareness with HR pills, fill in 6 vacant Deputy Head of Unit functions to promote talented staff, planning of transport competition)	By December 2017
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	100%
	2. Statistics on female representation provided to DG	Quarterly and when HoU positions become vacant
Actions to attract and encourage potential female candidates on management functions	1. Event(s) organised 2. Fill in 6 vacant Deputy Head of Unit functions to promote talented staff as Deputy Heads of Unit to test their managerial skills (in case of equality of merits, priority given to female candidates)	1. ("International Women's Day" Lunchtime Conference, up to 40 participants, and "Unlock your hidden potential", up to 15 participants) 2. Launch of selection procedure for all 6 posts
Awareness raising sessions on well-being at work.	Lunchtime conferences	At least 2
Extended offer of well-being and volunteering activities	Volunteering presented as an option for Away Days and satisfaction indicator by number of participants	
Targeted information to managers on issues connected with staff-well-being	Organisation of trainings for managers: "HR pills" (e.g. prevention of psychosocial risks in the workplace.)	2 sessions by December 2017
Information on issues connected to staff engagement	Organisation of trainings for general staff (e.g. "Unlock your hidden potential")	1 session by December 2017
Lunchtime conference on Ethics	Number of events	At least 1
Annual DG Away Day	Timely organisation of the event	Q2

B. Financial Management: Internal control and Risk management

The overall objective for 2017 will be to plan, implement, monitor and report on the spending of financial resources in compliance with the sound financial management principle and to ensure 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.

As far as internal control is concerned, the current Internal Control framework is in the process of being revised at the Commission level. The new framework should enter into force in 2017. 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 2017 the below described outputs.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.		
Main outputs in 2017:		
Output	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 for grants (H2020, FP7)	Below 2% ¹
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 intended to mitigate compliance risks.	Estimated overall amount at risk for the year for the entire budget under the DGs responsibility	No target
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
Effectiveness of controls carried out.	Number of exceptions and non-compliance events	Reduce compared to baseline year (2016 – 16 non-compliance and 3 exception events)

Objective 2 (definition): Effective and reliable internal control system in line with <u>sound financial management</u>.		
Main outputs in 2017:		
Output	Indicator	Target
Positive overall conclusion on the relationship between cost of controls and their effectiveness.	Conclusion reached on cost effectiveness of controls	Positive overall conclusion

¹ 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.

Timely execution of payments ² .	1. Net average time to pay	Below the legal deadlines
	2. Percentage of payments on time	In the range of 95% - 100%
Budget execution (commitments)	% of budget execution (commitments) with respect to budget appropriations	In the range of 95% - 100%
Budget execution (payments)	% of budget execution (payments) with respect to budget appropriations	In the range of 95% - 100%

Objective 3: 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 2017:

Output	Indicator	Target
Implementation of the anti-fraud strategy as planned for 2017	% of implementation of actions planned for 2017 in the anti-fraud strategy	100%
Adoption of a revised anti-fraud strategy for 2018-2019	Date of adoption of the revised anti-fraud strategy	Before 31.12.2017
Reporting to Management	Number of reports on the implementation of the anti-fraud strategy	At least twice a year, in the bi-annual report to the Commissioner.

DG MOVE revised its antifraud strategy for the last time in October 2015. The Strategy will be updated in the second half of 2017. The actions for 2017 focus on complementing the awareness raising activities that were started in 2016.

C. Better Regulation

The main planned outputs related to the Better Regulation objective in the Strategic Plan are listed in Part 1 under the relevant specific objective. They are presented in the tables under the headings "All new initiatives and REFIT initiatives from the Commission Work Programme" and "other important items".

As also mentioned in Part 1, DG MOVE will fully implement the Better Regulation approach which should lead to better quality of new policy proposals, making existing legislation fit for purpose through its continuous review and increased involvement of citizens and stakeholders. The Better Regulation Agenda and its implementing guidelines will be used as an opportunity and an integral and useful tool of policy making in DG MOVE. This will also help us make clear strategic choices and improve our ability to make progress on achieving a Single European Transport Area.

² 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.

D. Information management aspects

Information Management (IM) was marked as one of the organisational priorities in the Commission in 2016. The work in this area was launched in 2016 with a Commission Communication on the topic adopted in October 2016. In 2017, the DG should finalise and implement a policy on Files Sharing, which is one of the two main principles mentioned in the Commission Communication.

Data and information should be complete, reliable, relevant and easy to retrieve (Strategic Plan Indicator 1). In order to maintain the target of less than 5% documents unfiled, a regular monitoring will be carried out by the Shared Resource Directorate (SRD) throughout the year. An exhaustive quality control on the electronic files to check their completeness, accessibility, preservation and security requirements will be carried out when files are closed.

Data, information and knowledge should be shared as widely as possible within the Commission (Strategic Plan Indicator 3) unless there are legal requirements or clear justifications for access to be restricted, in which case these restrictions should be enforced rigorously and uniformly.

Awareness actions launched in 2016 will be continued: the section on information management included in the resource management reports addressed to Senior Management will be maintained and provided twice a year. Also, the E-Domec correspondents' network in DG MOVE, revamped at the end of 2016, will be actively animated via workshops and meetings. A collaborative space for communication with the E-Domec correspondents will be launched during the second quarter of 2017 and animated throughout the year.

The new approach of the Commission towards sharing data and information must go hand in hand with a clear improvement of security measures for managing sensitive information. The awareness campaign on sensitivity carried out in 2016 was focused on the creation of documents (markings). To go further, the actions for 2017 will focus on reassessing the markings at the closure of files.

A new centralised intermediate archive will be created in the DG premises. Registered files in ARES will be assessed centrally at the closure of files and any file containing paper will be transferred to the central intermediate according to their preservation requirements. The space will allow the storage of sensitive information.

These actions will be complemented by the launch of an awareness and guidance campaign for a better use of electronic workflows (e-signatory) that should reduce future paper storage.

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

Main outputs in 2017:

Output	Indicator	Target
Documents are retrievable in ARES and properly filed - staff has easier access to information	Percentage of registered documents that are not filed	To be maintained below 5%
	Percentage of HAN files shared with other Services	At least 5% of files created in DG MOVE after 01/01/2016 opened to relevant services by the end of the year
	Percentage of Han files to be readable / accessible by all units	To be maintained above 95%
	Section on information management included in the resource management reports to senior management awareness	Two reports including an IM section
E-signatory - better use of electronic workflows, to reduce errors caused by the double circulation and to reduce paper storage in eligible cases.	Launch an awareness and guidance campaign to increase the number of registered documents with a fully approved e-signatory (no paper circulation in parallel).	Q2 2017
A centralised intermediate archive ensures physical security of information and a systematic control of files content at the end of their activity.	Creation of a DG centralised intermediate archives Implement a systematic procedure for closing files including : - Quality control of electronic files to be closed including preservation requirements and accessibility - Physical transfer of paper files to the DG intermediate archives.	Q4 2017
Consolidation of the E-Domec correspondents network – awareness and communication	Number of workshops/meetings with the correspondents network	At least two specific workshops to be carried out in 2017
	Launch of of an E-Domec correspondents collaborative space for communication	Q2 2017

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.

All major communication activities are directly linked to the political priorities of the Juncker Commission and to the key deliverables of DG MOVE in 2017. A comprehensive list can be found in DG COMM's Sharepoint platform.

Objective: 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 2017:

Output	Indicator	Target
Direct reach of communication actions via Twitter	Number of followers	32.000 followers on Twitter (increase of 8% compared to 2016)
EU Transport Scoreboard 2017	Number of press clippings	27 (increase of 12% compared to 2016)
New web portal for Road Transport Initiatives	Number of unique visitors	5000
Communication of annual road safety statistics	Number of press clippings	45 (increase of 12% compared to 2016)
European Mobility Week public awareness campaign	Number of cities participating	2400 (maintain level of 2016)
A "digital" passenger rights campaign	Number of downloads of passenger rights app	210 000 (increase of 5% compared to 2016)
Direct reach of communication actions via Twitter	Number of followers	32.000 followers on Twitter (increase of 8% compared to 2016)

- Twitter is one of our main channels to reach our audiences directly with information on all key deliverables. Based on previous years' experience, we expect further growth in the number of followers.
- The EU Transport Scoreboard, published every autumn, compares Member State performance in transport-related categories, with a special focus on the priority areas of decarbonisation and investment. It is used as a benchmark for policy implementation across the EU. As the Scoreboard is becoming more and more well-known in its 4th year of existence, we expect an increase in press coverage.
- A key deliverable for the first half of 2017 is a set of road transport initiatives. In December 2016, we launched a web portal as the single access point to all information about the initiatives. We expect visits to the site in particular from stakeholders, with a high share of returning visitors. We also expect a further increase in interest in the yearly road safety statistics, to be presented towards the end of March.
- The European Mobility Week, taking place every September, has a strong focus on decarbonisation and investment. Following an unprecedented increase in the number of participating cities in 2016 (500 more than in 2015), we strive to maintain the level of participation in 2017.
- A "digital" passenger rights campaign will continue in 2017, focusing on on-line communication tools (Facebook, Twitter, Youtube, etc.). Following recent updates to the legislation, the campaign fulfils our obligation to inform passengers about their rights. As the main call to action of the campaign is to download the app, we expect a further increase in downloads.

Annual communication spending:

Baseline (2016)	Estimated commitments (2017)
EUR 640 000 + an additional sum of EUR 1 020 180 for Communication campaigns.	EUR 515 000 + an additional sum of EUR 1 434 540 for Communication campaigns.

F. Examples of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

DGs are required to provide in the Management plan 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. The following are examples of initiatives that DG MOVE plans to launch in 2017 for this purpose.

- To improve the efficiency of DG MOVE in the development, execution and implementation of transport research and innovation in the EU, a new tool will be developed, the Transport Research and Innovation Monitoring and Information System (TRIMIS), which will classify the results of completed research projects in a manner that is "user-friendly" for policy units. For instance, significant efficiency gains are expected from clear reporting of Research & Innovation (R&I) activities, hence avoiding risks of future double-funding of R&I. Furthermore, TRIMIS will help bridge the "valley of death" between Research & Innovation and deployment, by clearly promoting the availability of new solutions ready for implementation.
- To enhance the market monitoring of rail transport, the Commission will put in place a reporting tool which allows Member States to give input and verify their data on a constant basis to ensure a more accurate and efficient reporting, as well as a tool for exchange of information between national rail market Regulatory Bodies. The reporting tools are expected to save time for Member States when gathering, consolidating and submitting data compared to the questionnaires previously used, while at the same time reducing the risk of reporting errors and thus enhance quality, reliability and coherence of data.

The streamlining and simplifying of notification procedures for cooperation between the Commission and EU Member States in the implementation of Regulation 847/2004 on the negotiation and implementation of air services agreements between Member States and third countries will allow the Commission to gain efficiencies and reduce work-load on a matter which after years of experience has become routine whereby resources can be focused on on-going EU negotiations and implementation of EU agreements. Additionally, a reduction of the number of committees meeting in the field of aviation safety from 8 to 5 per year is foreseen, as well as the delegation of more tasks to EASA to prepare Commission's