



Management Plan 2018

DG CLIMATE ACTION



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INTRODUCTION

As presented in the Strategic Plan 2016-2020¹, the mission of DG Climate Action (DG CLIMA) is to foster the transition towards a low-carbon and climate resilient economy in the EU as a contribution to fighting climate change, and to support the protection and recovery of the ozone layer.

The **overarching general objective** for DG CLIMA is to contribute to achieving '**A resilient Energy Union with a forward-looking climate change policy**', the third of the ten political priorities of the Juncker Commission.

Under the Energy Union strategy² adopted in 2015, climate and energy policies will integrate further. The strategy will ensure that Europe has secure, affordable and climate-friendly energy. The transition to a low-carbon, resource-efficient, secure, and competitive economy will spur "new jobs and growth, an investment in Europe's future" - another key objective of this Commission. Finally, DG CLIMA also contributes to the general objective of the EU being a "stronger global actor" contributing to the global effort in fighting climate change.

The EU must deliver on its commitment to make a low-carbon economy a reality whilst ensuring a socially fair transition, notably through the follow-up to the Paris Agreement and the implementation of the 2030 Climate and Energy framework, the "Clean Energy for all Europeans" package and its enabling framework and the "Europe on the move" package. Obstacles to overcome internationally are the intentional withdrawal of the US from the Paris' deal and domestically the preparedness for the future impact of BREXIT on our policies and resources.

For the EU to maintain its leadership role in climate action, it is vital that it lays solid foundations for delivering on its Paris commitments and achieving its own 2030 climate and energy targets, notably by cutting greenhouse gas emissions by at least 40% compared to 1990 levels. In 2018, one of the **priorities** will be to further reduce carbon emissions in the transport sector through a legislative proposal setting CO2 emission targets for heavy duty vehicles (HDVs). In addition, DG CLIMA will prepare several implementing measures throughout 2018 and 2019 so that the EU is ready for the implementation of the 4th phase of the EU ETS post-2020 (e.g. in the field of free allocation of emission allowances and through the establishment of EU ETS-based revenues such as the 'Modernisation' and 'Innovation' Fund.). Important actions will also include the preparation of a long(er)-term strategy to roll out the Paris agreement in the EU and the evaluation and possible review of the EU Adaptation Strategy.

Table 1 illustrates the 7 specific objectives (SOs) of DG CLIMA, as well as the 8th being an organisational objective which together support the achievement of the Commissions general objective(s).

¹ https://ec.europa.eu/info/sites/info/files/strategic-plan-2016-2020-dg-clima_april2016_en.pdf

² COM(2015) 80 final

These objectives are reflected in the climate initiatives (legislation, structured dialogue and diplomacy, international negotiations) and instruments (LIFE programme, the 20% climate mainstreaming of the EU budget, off-budget funds).

Specific Objective	Description
SO1	Further development of the well-functioning EU carbon market, via the EU Emissions Trading System (ETS), towards a 21% reduction of greenhouse gas (GHG) emissions by 2020 and 43% by 2030 compared with 2005 in the sectors of power and heat generation, energy-intensive industries and aviation.
SO2	A fair and operating framework for Member States (MS) towards a reduction of 10% GHG emissions by 2020 and a reduction of 30% by 2030 compared to 2005 in the non-ETS sectors in the EU (agriculture, forestry, land use, buildings, transport, and waste). This includes the EU Effort Sharing Regulation (ESR), land use, land use change and forestry (LULUCF) Regulation, use of Fluorinated-gases and consumption of Ozone Depleting Substances.
SO3	Further decarbonisation of the transport sector in the EU beyond 2020 through development and implementation of harmonised policies (in cooperation with other DGs such as DG MOVE and DG GROW).
SO4	Increased resilience of EU society against the effects of climate change by 2020 via effective support to MS, respecting the subsidiarity principle (adaptation, disaster risk reduction, civil protection, etc.).
SO5	Optimisation and efficient management of financial incentives 2014-20 to support the innovation-based shift towards a low carbon and climate-resilient EU economy through the EU budget (LIFE, mainstreaming) and the (ETS) funds, in cooperation with all DGs.
SO6	Implementation of the Energy Union Strategy towards an enhanced climate and energy governance mechanism, including streamlined reporting and planning post-2020 in coordination with DG ENER.
SO7	Ambitious contribution to effective international negotiations on climate action, including bilateral cooperation, climate diplomacy, G20, the United Nations Framework Convention on Climate Change (UNFCCC) umbrella (Kyoto, Paris, International Civil Aviation Organization (ICAO), International Maritime Organization (IMO)), and ozone layer-related matters e.g. the Montreal Protocol.
SO8	Continuous optimisation of organisational management

PART 1. MAIN OUTPUTS FOR THE YEAR

The Commission's Work Programme for 2018 (*"An agenda for a more united, stronger and more democratic Europe"*) states that adopting by the co-legislators of the Clean Energy Package³ for all Europeans presented in December 2016 and the proposals to update our policies on climate change (made in July 2015 and July 2016) is instrumental. In addition, in the field of transport, the Commission will focus its efforts on new CO₂ standards for cars, vans and heavy duty vehicles. Also a 'Communication on the future of energy and climate policy' with a 2025 perspective will be issued.

Reducing carbon emissions in the transport sector – new Commission proposals

The Commission is working to bring about a transformation of **the European transport sector**, to reduce its carbon emissions and to put it firmly on a path to sustainability. To complete the ambitious set of legislative proposals put forward in May 2017 - the 'Europe on the Move' mobility package⁴ – and in November 2017 the 'EU CO₂ emission standards for cars and vans', DG CLIMA will further work towards proposing, in the 2nd quarter of 2018, European CO₂ emission standards for lorries.

This proposal **setting CO₂ emission targets for heavy duty vehicles (HDVs)** will be in line with the Commission's commitments framed in the Low Emission Mobility Strategy⁵ of July 2016 and will focus on the largest trucks. The growing GHG emissions from the heavy-duty vehicle sector represent around one quarter of road transport emissions⁶. Without further action HDV CO₂ emissions are set to increase by about 6% until 2030, which is incompatible with the EU 2030 climate targets. This proposal setting CO₂ emissions and efficiency standards will be an important step to deliver on the EU's commitments under the Paris Climate Agreement, to contribute to the improvement of competitiveness and to reduce fuel costs for transport operators.

In the area of **emissions from shipping activities**, the International Maritime Organisation (IMO) completed in 2017 a framework for a global data collection system for fuel consumption of ships. DG CLIMA will review the domestic Regulation on monitoring, reporting and verification of shipping emissions (MRV) and prepare a legislative proposal in the course of 2018.

In addition, DG CLIMA will equally **prepare several implementing measures** throughout 2018 and 2019 so that the EU is ready for the implementation of the 4th phase of the EU ETS post-2020. That means drafting several delegated and implementing acts in the field of free allocation of emission allowances, such as rules and benchmark values on free allocation, and the carbon leakage list 2021-2030. It will also prepare proposals related to two funds based on revenues generated by the EU ETS. The first is

³ COM(2016) 860 Clean Energy for all Europeans

⁴ Including COM/2017/0279 on the monitoring and reporting of CO₂ emissions of new heavy-duty vehicles

⁵ COM(2016) 501

⁶ https://ec.europa.eu/clima/sites/clima/files/transport/vehicles/docs/ec_hdv_ghg_strategy_en.pdf (pag. 170)

the Innovation Fund, which supports demonstration projects of innovative renewable energy, environmentally safe carbon capture and storage (CCS) and low-carbon innovation in industry. Second is the Modernisation Fund, created to support investments in modernising energy systems and improving energy efficiency in those Member States with a relatively low GDP per capita.

Support swift adoption by the co-legislators of the emission reduction proposals

In order to meet the decarbonisation goals set out by the Paris Agreement, DG CLIMA made several **key legislative proposals** over the past two years⁷. All those files are progressing **in the decision-making process** as illustrated by the final agreement on the EU ETS and aviation proposals at the end of 2017. In 2018 DG CLIMA will continue supporting the Parliament and Council to turn climate proposals into final agreements, in particular regarding Effort Sharing, LULUCF⁸, transport emissions legislations and the Energy Union governance file.

Preparing an EU long-term strategy along the Paris Agreement

The Paris Agreement calls for its signatories to come forward with their **Mid-Century Strategy**. These strategies aim at looking beyond 2030 and reflecting on the ways to migrate to a low-emission economy by 2050. Parties to the agreement are invited to formulate and communicate their long-term GHG emission development strategies by 2020.

In 2018 DG CLIMA is planning to respond to this call by beginning the necessary technical and consultation work to ensure preparedness for these next steps under the Paris Agreement.

EU strategy on adaptation to climate change

2017 was yet another record year of global warming. It is now evident that climate change triggers extreme weather events such as heat waves, flooding and droughts, including in Europe. Climate change also exacerbates migration and food insecurity and threatens access to natural resources. Natural disasters such as the forest fires that happened across the EU have underlined the need for a stronger collective European response, although the primary responsibility for prevention and response of such disasters remains within the remit of MS' disaster risk reduction policies.

In 2018 DG CLIMA will finalise its work on the **evaluation of the EU strategy on adaptation to climate change**, to ensure that the EU is prepared to deal with the impacts of climate change across the European Union. DG CLIMA will examine the actual implementation of the strategy and its performance, with results expected to be published by the end of 2018. The evaluation of the Adaptation strategy will assess its

⁷ They include COM (2015) 337 on the EU emission trading system (EU ETS), COM (2016) 482 on the Effort-Sharing Regulation, COM (2016) 479 on land use, land use change and forestry, COM (2017) 54 on aviation and COM (2016) 759 on the governance of the Energy Union.

⁸ Land Use, Land Use Change and Forestry

current relevance and may indicate the need for a revision and further action. If appropriate, CLIMA will propose a revised Adaptation Strategy for the period 2019-2023.

International action

With regard to the international scene, along with so many climate partners around the world, the EU deeply regrets the incumbent US President's intention to withdraw from the **Paris Agreement**. Yet it is clear that this announcement has also had a galvanising effect on the rest of the international community; the world can continue to count on EU leadership and support in the fight against climate change. In this context, DG CLIMA will continue its work within the framework of the United Nations Framework Convention on Climate Change (UNFCCC) at the climate change negotiation summits in May (Bonn, Germany) and December (Katowice, Poland) 2018. The coming year will be of crucial importance to ensure successful implementation of the Paris Agreement. By December 2018, the UNFCCC is expected to adopt the Agreement's Work Programme and to take stock of the collective efforts of all parties.

The DG will continue ensuring that climate change is maintained as a strategic priority in diplomatic dialogues and that it is featured prominently in all relevant international negotiations and in international fora, such as the G7 and G20. In 2018, DG CLIMA will also engage more strategically with the non-State stakeholders and will continue its efforts to integrate the climate change dimension into development policies, e.g. through the EU's Global Climate Change Alliance (GCCA). It will also further work on the relation between climate impacts, resilience, migration and security.

Evaluations and REFIT initiatives

In 2018, next to the completion of the **evaluation of the Adaptation strategy**, **DG CLIMA** will start working on **the evaluation of the 7th Environment Action Programme (7th EAP)** in close cooperation with DG ENV, and on the **evaluation of the Ozone Regulation**. These are planned to be finalised in 2019 when the respective Staff Working Documents summarising their final conclusions will be published.

The ozone regulation of 2009 was a major advance in the fight against climate change since most man-made ozone depleting substances are very potent greenhouse gases (GHGs). Eliminating these substances therefore contributes significantly to the fight against climate change. This evaluation responds to the political commitment taken in the Regulatory Fitness and Performance programme (REFIT), which aims to keep the entire stock of European Union (EU) legislation under review and ensure that it is fit for purpose.

LIFE funding programme and mainstreaming of climate action

Concerning the **Climate Action sub-programme of LIFE 2014-20**, the Executive Agency EASME will launch the calls for proposals for action grants and integrated projects in April and for operating grants in June 2018.

In 2018, projects funded on the basis of calls for proposals in 2014, 2015 and 2016 will start delivering results which will be carefully monitored. These concern a multitude of

projects, for instance on energy intensive industries, LULUCF, fluorinated gases and adaptation projects concerning vulnerable sectors. **Performance reporting** in the upcoming AAR(s) on agreed result and impact indicators will be further developed based on quality data collected at beneficiaries' level. The Commission will continue to monitor the implementation of the two financial instruments, Private Finance for Energy Efficiency (PF4EE) and Natural Capital Financing Facility (NCFF), funded by LIFE and delegated to the European Investment Bank, as well as their contribution to the climate objectives.

The Commission is broadly on track to achieving a 20% **climate mainstreaming** of the EU budget, with the 2018 draft budget revising the estimated average for the 2014-2020 period to 18.8%. Through bilateral contacts, DG CLIMA will encourage lead DGs⁹ to speed up climate mainstreaming in their individual programmes, taking into account the European Court of Auditors' (ECA) special report 31/2016, relevant Council Conclusions and the views expressed by the European Parliament. DG CLIMA will also continue to monitor further progress.

DG CLIMA will endeavour the further aligning of the EU budget with EU climate objectives in the context of the Commission's preparations for the next multiannual financial framework post-2020. In the light of conclusions of the 2017 mid-term evaluation, reflections are ongoing as to the future of the LIFE programme. DG CLIMA is considering the drafting of a legislative proposal on the basis of an impact assessment done in collaboration with DG ENV.

Preparing for BREXIT

The EU-27 and the UK participate in the Paris agreement and in other international agreements to combat climate change. Following the BREXIT, these agreements will need to be adapted and this will imply some preparations for its consequences.

The preparatory work will continue in 2018 and will encompass assessing possible changes in the commitments under international agreements, ensuring a smooth transition with regard to the EU Emissions Trading System e.g. through the implementation of safeguard measures, collecting additional data related to the F-gas quota system and adopting appropriate legal acts to enable the split between the EU27 and the UK.

⁹ Mainly the Directorate-General for Research and Innovation (DG Research), the Directorate-General for Regional and Urban Policy (DG REGIO), the Directorate-General for Employment, Social affairs and inclusion (DG EMPL), the Directorate-General for Agriculture and Rural Development (DG AGRI), the Directorate-General for Maritime affairs and Fisheries (DG MARE) and the Directorate-General for Environment (DG ENV).

Relevant general objective(s): A resilient energy union with a forward-looking climate policy		
Main outputs in 2018¹⁰:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
2 procurement contracts	2 contracts signed	31 December 2018
Other important outputs		
Output	Indicator	Target
Evaluation of the General Union Environment Action Programme to 2020 (7th EAP) (PLAN/2017/1389)	Completion of quality assessment of the external contractor's study report	31 December 2018
Communication on the future of EU energy and Climate policy, including on the future of the Euratom Treaty	Adoption of the Communication	2 nd Quarter 2018

Relevant general objective(s): A resilient energy union with a forward-looking climate policy		
Specific objective 1: A well-functioning EU carbon market, managed in-house by DG CLIMA via the EU ETS, towards further reduction of GHG emissions by energy power and heat generation installations, energy-intensive industries and domestic aviation	Related to spending programme(s) LIFE Regulation 1293/2013, EU budget.	
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
19 procurement contracts	19 contracts signed	31 December 2018
Other important outputs		
Output	Indicator	Target
Decision revising the free allocation rules under the EU ETS for the period 2021-2030 (PLAN/2017/1531)	Adoption of the Commission Decision	3rd quarter 2018
Commission Decision determining the	Adoption by the Commission of guidance for collecting necessary data for	4 th quarter 2018

¹⁰ These are horizontal outputs that contribute to all specific objectives. That's why we included them under our "General objective".

benchmarks values for free allocation in the period 2021-2025 (PLAN/2017/1532)	determining the benchmark values	
Decision on the adjustments to free allocation due to production level changes (PLAN/2017/1527)	Publication of the Inception Impact Assessment	4 th quarter 2018
Carbon Leakage List 2021 – 2030 (PLAN/2017/1528)	Adoption of the Commission Decision	4 th quarter 2018
	Publication of the Impact Assessment Staff Working Document (SWD)	4 th quarter 2018

Relevant general objective(s): A resilient energy union with a forward-looking climate policy

Specific objective 2: A fair and operating framework for MS towards a further reduction of GHG emissions in the non-ETS sectors in the EU (agriculture, forestry, land use, buildings, transport, waste) including the ESD, use of fluorinated gases and consumption of Ozone Depleting Substances

Related to spending programme(s) LIFE Regulation

Main outputs in 2018:

Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target
8 procurement contracts	8 contracts signed	31 December 2018

Other important outputs

Output	Indicator	Target
Evaluation of the Ozone Regulation (PLAN/2017/927)	Completion of quality assessment of the external contractor's study report	31 December 2018

Relevant general objective(s): A resilient energy union with a forward-looking climate policy

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

Related to spending programme(s) LIFE Regulation

Main outputs in 2018:

All new initiatives and REFIT initiatives from the Commission Work Programme

Output	Indicator	Target
Heavy Duty Vehicles CO ₂ emission standards (PLAN/2017/1474)	Adoption of the legislative proposal	2 nd quarter 2018
	Publication of the Impact Assessment Staff Working Document (SWD)	

Important items from work programmes/financing decisions/operational programmes

programmes		
Output	Indicator	Target
10 procurement contracts	10 contracts signed	31 December 2017
Other important outputs		
Output	Indicator	Target
Revision of the Shipping monitoring, reporting and verification (MRV) Regulation (PLAN/2017/993)	Adoption of the legislative proposal	2 nd quarter 2018
	Publication of the Impact Assessment SWD	
Quality of petrol and diesel fuel used for road transport in the European Union (PLAN/2017/1619)	Adoption of the report by the Commission	1 st quarter 2018

Relevant general objective(s): A resilient energy union with a forward-looking climate policy		
Specific objective 4: Increased resilience of EU society against the effects of climate change via effective support to MS, respecting the subsidiarity principle (adaptation, disaster risk reduction, civil protection, etc.).		Related to spending programme(s) LIFE Regulation.
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
3 procurement contracts	3 contracts signed	31 December 2018
Other important outputs		
Output	Indicator	Target
Evaluation of the EU Adaptation strategy (2016/CLIMA/011)	Publication of the evaluation SWD	4 th quarter 2018
Possible revision of the EU Strategy on adaptation to climate change 2019-2023 (PLAN/2017/1647)	Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions	4 th quarter 2018
	Possible additional SWD to support the revised strategy	

Relevant general objective(s): A resilient energy union with a forward-looking climate policy

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

Related to spending programme(s): LIFE Regulation and EU budget, ETS funds outside the EU budget

Main outputs in 2018:

Important items from work programmes/financing decisions/operational programmes¹¹

Output	Indicator	Target
30 Traditional Action grants supporting mitigation/adaptation plans, promotion of innovation, resilience to climate change, supporting implementation of EU law	30 grant agreements (GA) signed	Mid-2018
3 Integrated projects (IP) to improve the climate knowledge base	3 IPs signed	Mid-2018
2 Technical assistance (TA) project supporting MS	2 TA projects signed	Mid-2018
30 Operating grants supporting NGO's	30 specific grant agreements signed (SGA)	1 st quarter 2018
6 Financial agreements under the financial instruments	6 operations signed	31 December 2018
3 procurement contracts	3 contracts signed	31 December 2018
Other important outputs		
Output	Indicator	Target
Commission Delegated Regulation establishing the Innovation Fund (PLAN/2017/916)	Adoption of the Commission Delegated Regulation	1 st quarter 2018
	Publication of the Impact Assessment SWD	
Commission Delegated Regulation	Adoption of the Commission Delegated Regulation	4 th quarter 2018

¹¹ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2018.

establishing the Modernization Fund	Publication of the Impact Assessment SWD	
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Relevant general objective(s): A resilient energy union with a forward looking climate policy		
Specific objective 6: Implementation of the Energy Union Strategy towards an enhanced climate and energy governance mechanism including streamlined reporting and planning post-2020 via coordination with DG ENER		Related to spending programme(s) LIFE Regulation
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
1 procurement contract	Contract signed	31 December 2018

Relevant general objective(s): A resilient energy union with a forward-looking climate policy		
Specific objective 7: Ambitious contribution to effective international negotiations on climate action, including bilateral cooperation, climate diplomacy, G20, the UNFCCC umbrella (Kyoto, Paris, ICAO, IMO), security issues (e.g. extreme weather events, migration etc.) and ozone layer-related treaties e.g. the Montreal Protocol		Related to spending programme(s) International conventions and agreements
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
Suscription to 5 international conventions (UNFCCC, International transaction log (ITL), Kyoto, Vienna and Montreal protocols)	5 annual fee payments to the respective secretariats	2 nd quarter 2018
2 procurement contracts	2 contracts signed	31 December 2018
Other important outputs		
Output	Indicator	Target
Trilaterally Hosted Ministerial meeting on Climate Action (MoCa, jointly with China and Canada)	Meetings at ministerial, high or senior level with the participants Preparations of the necessary political briefings for the high level participants from the College	2 nd quarter 2018

Global Climate Action Summit 2018	Participation in the Summit and meetings with stakeholders and high officials	3 nd quarter 2018
Organization of a major event on the non-state participation in 2018 Facilitative Dialogue (together with the EESC and the CoR)	Organization and coordination of the event Number of targeted participants	4 th quarter 2018
Organization of a High Level Conference on Climate and Security issues (to be organised with the EEAS)	Organization and coordination of the event Number of high level participants	2 nd quarter 2018

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

The Human Resource (HR) Modernisation project has changed the way HR services are delivered in the Commission. DG CLIMA joined the second wave pilot on 16 February 2017, along with all the other DGs in the Commission. HR services are now delivered by an Account Management Centre (AMC) in DG HR and each DG has its own HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG. In 2018 the secondment of HR BCs to the DGs will end and the HR BCs will be fully integrated in the organisation charts.

DG CLIMA is supported by the AMC3 which serves four DGs in the Beaulieu area: CLIMA, CNECT, ENV and REGIO.

In the field of **equal opportunities**, the DG has already reached its quantitative target of first time appointment of females to middle management positions as set out in the Commission Decision of 19th July 2017¹². The DG currently has four female Heads of Unit (40%) and this includes three 'first time appointments' since 1 November 2014. Notwithstanding, efforts will continue in 2018 to prepare women for future management posts in line with the Commission's renewed approach to reaching its target of 40% female managers (Directors and Heads of unit) by the end of 2019.

In the field of **staff engagement**, DG CLIMA staff survey 2016 showed an overall staff engagement score of **71%**¹³, which is 7% points above Commission's average. On this basis, DG CLIMA drew up an Action Plan and as a result implemented a series of actions over the course of 2017. The DG will continue its efforts in 2018 in this regard that hopefully will result in an even more positive outcome for the DG in the Staff Satisfaction Survey of 2018.

In the field of **learning and development**, efforts will continue in 2018 to help staff develop skills and knowledge that matches the needs of the DG with a view to ensuring the best possible compatibility between staff competencies and service needs, in particular through the development of a learning plan for the DG.

The DG organised a series of well-being activities during 2017, including making better use of its well-being facilities and the promotion of DG participation in fit@work events such as the 'Velomai' cycling competition and the 'Run for Climate' challenge. During 2018 the DG will continue its **well-being programme** in collaboration with the AMC3.

In the field of **internal communication**, the DG also implemented a series of actions over the course of 2017 such as the launch of a weekly newsletter to staff, further improvements of the intranet, encouraging lunch time conferences by and for staff and regular de-briefing sessions by management for staff. These tools are used to ensure direct communication with the staff of the DG on policy developments, sharing of data and information, knowledge management, local and corporate HR priorities,

¹² SEC(2017)359

¹³ The response rate was 62% (116 out of 186 staff members).

disseminating information on areas of talent management, fit@work campaigns, synergies and efficiencies work streams, etc, as a support to the actions taken by the Corporate services of the Commission. These actions will continue and be further developed in 2018.

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

Main outputs in 2018:

Output	Indicator	Target
New Learning and development programme for DG CLIMA rolled out <ul style="list-style-type: none"> • Package for newcomers • Renewed programme of 'Management Pills' 	Attendance rate of trainings by dedicated population	New/additional skills and competences acquired by staff addressing the identified needs
Facilities modernised, made more comfortable and climate-friendly <ul style="list-style-type: none"> • Refurbishment of cafeteria • Installation of one extra shower • Installation of bike rack in front of building • Installation of an electric bicycle charging station 	Level of staff satisfaction, EMAS verification result	Concerns and needs of staff addressed to the extent possible, DG CLIMA is top EMAS DG with low ecological footprint
Wellbeing & fit@work in collaboration with AMC3 <ul style="list-style-type: none"> • Lunchtime sessions on wellbeing in collaboration with DG HR • Office Pilates • Office Workouts • Mindfulness sessions • Campaign to encourage participation in 'Velomai' to 	Level of well-being, physical condition and health of staff	An active and healthy DG CLIMA enabling balance between professional and private life

retain DG CLIMA's Trophy <ul style="list-style-type: none"> • Lunchtime nutritional workshops • Seasonal walks/cycling tours 		
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B. Financial Management: Internal control and risk management

DG CLIMA aims to ensure a sound and efficient management of its financial resources and to maintain effective internal control under the new framework, risk management and accounting systems. The DG is committed to ensuring that the control procedures in place also give the necessary guarantees concerning the legality and regularity of the underlying transactions.

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 2018:

Output	Indicator	Target
Legality and regularity of the underlying transactions in the DG	Error rate. Net amount unduly paid, after taking any corrections into account, divided by the auditable population	2018: Below 2%

Objective 2: Effective and reliable internal control system in line with sound financial management

Main outputs in 2018:

Output	Indicator	Target
Calculate the cost and benefits of controls carried out on spending activities, and compare the cost/benefit ratio to a baseline.	The baseline indicator (from the 2016 Annual Activity Report (AAR) is a ratio of 1:3 between the overall cost of control and the benefits of controls	Reach a conclusion on cost effectiveness of controls in the 2017 AAR at least as good as the 2016 figure
Timely execution of payments	Percentage of payments on the budget made within the time limits as set in the contracts and grant agreements	>95% in number

Implementation of the new Internal Control Framework (ICF)	Completion of the implementation of the revised internal control framework	All 17 Principles complied with and functioning by the end of 2018
Open recommendations from the ECA and of the Internal Audit Service	Number of critical and very important recommendations implemented on time	No significant recommendations overdue

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 2018:

Output	Indicator	Target
Adoption and implementation of the (action plan of) revised anti-fraud strategy	% of implementation within the deadline of actions planned in the revised anti-fraud strategy	Full implementation of the action plan
Awareness trainings organised for target populations as identified in DG's revised AFS	% of project managers, financial initiators, newcomers having attended internal training sessions on anti-fraud awareness	Fraud awareness status achieved for 100% of target population

C. Better Regulation

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Part 1 under the relevant specific objective in the tables.

D. Information management aspects

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

The DG plans to maintain and to improve the paperless policy, especially regarding the use of the ARES e-Signatory. The objective is to focus, in 2018, on finance signatories and the transition to an electronic filing system (i.e. a clean-up of paper archives).

To further develop the capacity for collaborative work and sharing information and knowledge between DGs and Services, DG CLIMA will identify as much as possible the

ARES files that can be usefully shared with other DGs, namely by changing the default setting from DG-wide to Commission-wide. It will also revive the awareness-raising activities of the EU ETS classification policy.

In this regard, it is important to underline the responsibility of staff to make appropriate use of the access settings for documents in ARES (guidance to relevant staff). Therefore, in 2018 DG CLIMA will focus its efforts on providing trainings, visiting units, organising information meetings with e-domec correspondents etc.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.		
Main outputs in 2018:		
Output	Indicator	Target
Better use of electronic workflows to reduce errors caused by the double circulation and to reduce paper storage in eligible cases.	Number of registered documents with a fully approved e-Signatory (no paper circulation in parallel)	70% of registered documents approved in full electronic mode (without paper signatories circulation)
Implementation of e-archiving (move away from paper filing towards digitalised documents registered in ARES)	Emphasize on the importance of e-archiving: clear, complete, quality files to ensure documents are correctly filed with the correct category of the Common Retention list; level of misfiled documents is diminished. Such files will guarantee qualitative and quick retrieval of documents as well as efficient access sharing, unless presented with restrictions.	Keep number of unfiled documents stable or reduce (0.01%)
Review of existing ARES files to identify those that can be usefully shared with other DGs	Number of ARES files made accessible to other DGs. The baseline in 2017 is 0%.	Increase the number by 5%

E. External communication activities

DG CLIMA's external communication actions in 2018 will focus on its main political priorities (see Part 1: Main outputs for the year), support the European Commission's corporate communication campaigns and actions, and build on the positive momentum of the new global climate deal. In particular, actions will focus on bringing climate policy closer to citizens, increasing awareness, understanding and support for climate action as part of efforts to implement the Energy Union, the Paris Agreement and the 2030 Climate and Energy framework, alongside mainstreaming climate action into all major spending programmes.

Some of the main communication moments will be around the implementing measures of the review of the ETS Directive (Innovation Fund, Modernisation Fund, etc.), the amendment to the Regulation on monitoring, reporting and verification of shipping emissions (MRV) to implement the legal framework agreed by the International Maritime Organisation (IMO) for a global data collection system for fuel consumption of ships, the evaluation of the EU Adaptation Strategy, as well as on the international climate negotiations within the framework of the UNFCCC negotiations in May and November 2018..

DG CLIMA will continue to develop online communication (web, audio-visual and social media) as the main communication channel and with a continued multilingual "all language EU" focus where possible.

The DG will continue its cooperation with other DGs on communication actions, especially with ENER, COMM/Representations/EDICs, ENV, MOVE, DEVCO, AGRI as well as the EEAS and its delegations all over the world. It will participate in some main communication activities of other DGs such as the Open Day of the European Institutions, EU Sustainable Energy Week, Green Week and Climate Diplomacy Day/Week (in June and September).

The importance of climate action is also highlighted by public attitudes measured in regular Eurobarometer opinion polls on climate change. These surveys consistently show high levels of public concern about climate change and of public support for climate action across the EU. According to the latest survey (2017), 92% of Europeans consider climate change a serious problem and 79% recognise that fighting climate change and using energy more efficiently can boost the economy and employment (http://ec.europa.eu/clima/citizens/support/index_en.htm). A new survey is envisaged to take place in 2019, with preparations starting autumn 2018.

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
EU Climate Action Web	Number of visits	Keep the current high level: i.e. 1.8m visits
	Number of unique visitors	1.4m unique visitors
	Number of page views	3.4m page views
	1 October 2017 – 30 September 2018	1 October 2016 – 30 September 2017 ¹⁴
EU Climate Action Facebook	Number of followers	Keep the current high level, i.e. 91,000 followers (Oct 2017)
EU Climate Action Twitter	Number of followers	Keep the current high level, i.e. 28,000 followers (Oct 2017)
Climate Diplomacy Weeks/Days in cooperation with EEAS	Number of events organised by Delegations	Coordination with Delegations made by EEAS
	Number of social media posts	
EU Open Day	Number of visitors to the event	Coordination of event is managed by the Representation of the European Commission in Belgium
	Number of visitors taking part in activities at the CLIMA stand	

Annual communication spending:

Baseline (2017)	Estimated commitments (2018)
€550,000	€780,000

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

The dismantling of the Shared Resources Directorate of DGs Environment/Climate Action on 1 October 2017 triggered the creation of a raft of new functions and internal sharing of responsibilities throughout the DG. In 2018, DG CLIMA will continue to implement those organisational changes by rationalising and simplifying its internal processes with the view of ensuring continuity and quality of the services, but also sound and efficient resources management.

¹⁴ Please note that DG COMM changed the statistics tool in 2017, which makes the comparison of earlier data impossible

In addition, CLIMA will further roll out its paperless policy, including in the finance business, especially regarding the use of the ARES e-Signatory for financial files, e-tendering and the further move to an electronic filing and archiving system (cf. section "*D. Information management aspects*").

