



European Union Agency for the Cooperation
of Energy Regulators

Single programming document

2025-2027

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Director's foreword

In the past couple of forewords I have put together, change and volatility have been common themes. From the demand shock of COVID-19 to the double energy supply shock hitting Europe (first gas via Russia's aggression, then electricity per challenges facing nuclear and to a lesser extent hydro generation in parts of Europe), it seemed that ever-continuous change was here to stay.

And to some extent, it has; as some say, 'The only easy day was yesterday.' The ever-changing nature of energy markets and the energy system as a whole will keep us busy and adaptive in the years ahead!

Yet, at the same time, 2024 was also a year where the energy sector experienced more of a stabilisation of energy prices. For us at ACER, the year 2024 was characterised by significant implementation and delivery-oriented work, not least directed towards the many new tasks the co-legislators have allocated to us, whether in the context of electricity markets, future-proofing REMIT or facilitating a new hydrogen market. These efforts stand alongside our continuous efforts at ACER to help address key energy challenges ahead for the EU.

What might be some examples of our implementation efforts this year and the coming years?

For starters, ACER's priorities include enhancing electricity markets through the comprehensive implementation and monitoring of Network Codes across the EU (such as Capacity Allocation, Congestion Management, and Electricity Balancing), as well as contributing to forward market integration and expanding cross-border electricity trade to build a more joined up European electricity market.

Enhancing the flexibility of the energy system is to some extent the 'talk of the town'. At ACER we have been given new tasks to facilitate this. For example, we are developing methodologies for assessing demand-side flexibility and enhancing the integration of flexible resources into the grid. This involves promoting mechanisms that encourage system flexibility to accommodate renewables, as well as ensuring adequate capacity to enable distributed energy resources like electric vehicle charging infrastructure.

We also have a number of new tasks to advance nascent hydrogen markets. This includes benchmarking gas transmission system operators, rolling out new hydrogen network codes, and monitoring the uptake of hydrogen and renewable gases. Preparations are also underway for the establishment of the European Network of Hydrogen Operators (ENNOH) by 2026 to support hydrogen infrastructure and market regulations. At the same time, we will contribute to greater transparency in European gas prices via mechanisms like the EU's LNG benchmark.

A major reform of the REMIT framework has recently been agreed upon, with ACER collecting and analysing energy market data to detect market manipulation and insider trading. This revision will take significant effort in 2025 and beyond to implement, necessitating updates to the REMIT Implementing Acts and the creation of additional delegated and implementing acts. Putting a new REMIT Investigations department on a sound and impactful footing will be particularly crucial, as ACER for the first time will be tasked with conducting investigations in select cross-border REMIT cases.



As we look ahead, one of the key challenges facing the EU will be enhancing its competitiveness while reducing energy bills for companies and households. A key component here will be how our EU integrated

energy markets evolve in the years ahead. This has been readily exposed by two agenda-setting reports presented to leaders across Europe earlier this year one by Mario Draghi, the other by Enrico Letta.

Naturally, ACER will have a role to play if governments across the EU decide to leverage this potential asset for further benefit. We of course stand ready to contribute to such discussions.

Similarly, a strategic priority for the EU will be to advance digitalisation and flexibility of the energy system, these two attributes of course being closely linked. Distributed assets like electric vehicles, batteries, and buildings will need to actively participate in an ever-more optimised energy system, requiring a keen focus on dismantling barriers to such participation, whilst enabling appropriate markets and system operation practices. Also here, we are keen to contribute to address these challenges.

Another area which warrants increased focus in the years ahead is the rise in what I would dub 'energy system costs'; these being the, often rather disparate, cost drivers which sometime viewed individually may escape attention. By way of example, we need greater grid capacity in many parts of the EU which comes with significant cost. However, if we manage to meet such capacity needs in the most cost-efficient ways, the benefits reaped will likely be way higher than the costs incurred. Similarly, costs for capacity mechanisms may well be rising as may so-called redispatch costs for operating the electricity market. Extend that picture to new subsidy mechanisms for storage or other flexibility measures that some Member States are pursuing, often coming on top of legacy renewable support schemes ... and you probably get the picture.

Unless we keep a sharp eye on the drivers of costs on top of costs on top of costs (etc.), our wider objectives on greater affordability and competitiveness in the EU may well be frustrated. Hence, this is also an area which we should seek to contribute to as ACER.

Finally, no enumeration of future priorities would be complete without mentioning our increasing collaboration with the Energy Community countries (or Contracting Parties, as they are formally referred to in this context). The endeavour is simple, fostering integrated, sustainable electricity and gas markets across our continent - yet, the simple vision belies the significant work that lies ahead to bring it to fruition. Also this we will dedicate ourselves to more and more in the years ahead.



Reflecting on these developments and the significant growth in ACER tasks and resources over the past couple of years, it is essential we update and modernise our organisation to match such changes. We need to strengthen our collaboration across the Agency. We need to focus on impactful, modern leadership and managerial practices, leveraging diversity and different capacities. We need to provide a dynamic learning environment which invests in skills and development of ACER staff. And whilst doing so, we must, as in absolutely must, keep our organisation agile, non-bureaucratic, where all feel comfortable to speak their mind – an environment where *'everybody is somebody'*, as a former colleague once told me.

In short, at ACER we need to 'perform *and* transform'; highly motivating, wouldn't you agree?



I extend my sincere thanks to our Administrative Board, the Board of Regulators, the Board of Appeal, their respective Chairs, the EU Institutions, and all stakeholders whose support has been instrumental. To my dedicated colleagues at ACER: thank you for your commitment. Together, we will continue to shape the trajectory of Europe in that wondrously important and fascinating realm of energy.

List of abbreviations and acronyms

Abbreviation	Meaning
The Agency, ACER	European Union Agency for the Cooperation of Energy Regulators
AB	Administrative Board
ARIS	Agency's REMIT information system
AWG	Agency working group
BoA	Board of Appeal
BoR	Board of Regulators
CEP	Clean energy for all Europeans package
Dol	Declaration of interest
EC	European Commission
EnC	Energy Community
ECA	European Court of Auditors
ENTSO-E	European Network of Transmission System Operators for Electricity
ENTSO-G	European Network of Transmission System Operators for Gas
ESMA	European Securities and Markets Authority
FERC	U.S. Federal Energy Regulatory Commission
FG	Framework guideline
FTE	Full time equivalent
IAS	Internal Audit Service
ICT	Information and communication technology
ITC	Inter-TSO compensation
ITIL	Information Technology Infrastructure Library
MIT	Market Information and Transparency
MSC	Market Surveillance and Conduct
MoU	Memorandum of Understanding
MP	Market participant
NC	Network code
NRA	National regulatory authority
PCI	Project of Common Interest
REMIT	Regulation on wholesale energy market integrity and transparency
RRM	Registered Reporting Mechanisms
SAA	Strategic action area
SDC	Strategy Delivery and Communications
SNE	Seconded national expert
SPD	Single programming document
TCA	Trade and Cooperation Agreement
TEN-E	Trans-European Energy Network
TSO	Transmission system operator
TYNDP	Ten-year network development plan

Mission statement

The European Union Agency for the Cooperation of Energy Regulators fosters a fully integrated and well-functioning internal energy market, where electricity and gas are traded and supplied according to the highest integrity and transparency standards, and EU consumers benefit from a wider choice, fair prices and greater protection. For this purpose, we work with European Institutions, National Regulatory Authorities and stakeholders.

Vision

Our vision is to be a leading agency for independent, high-quality regulation in Europe to implement the internal energy market and the energy union.

Values

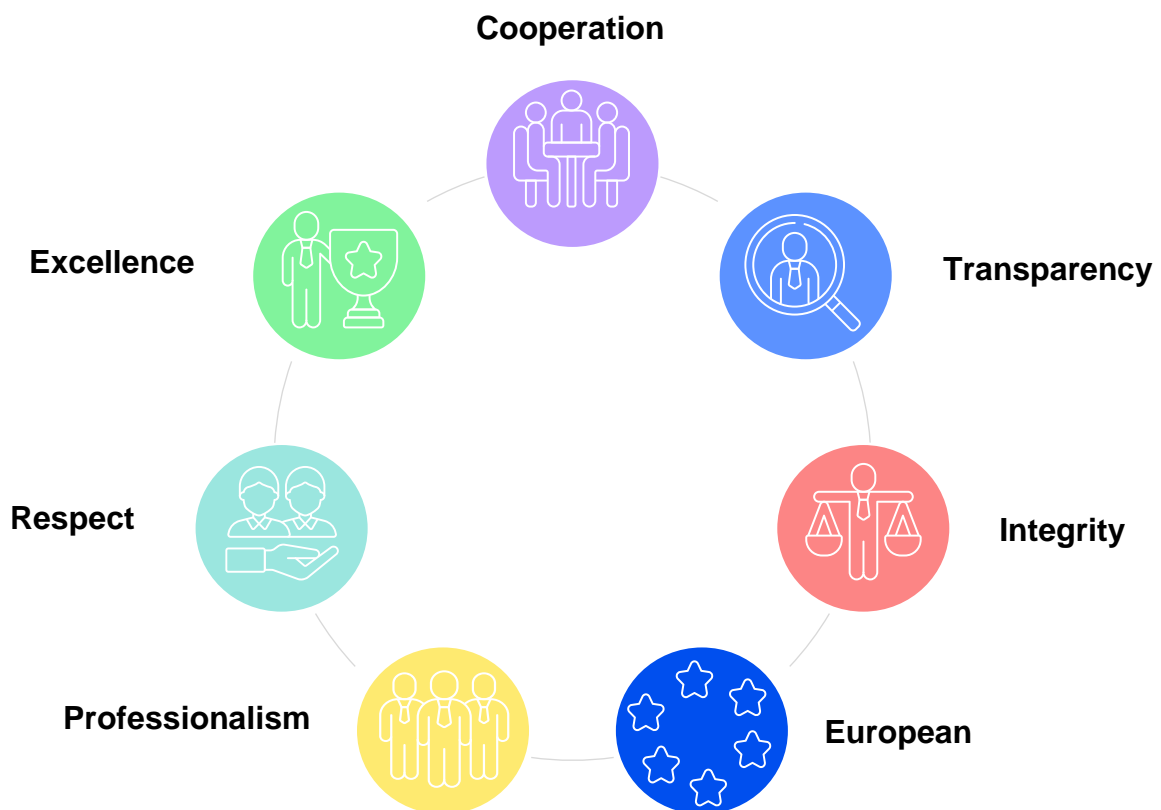


Figure 1: ACER's values

Legal mandate

The Agency has been assigned tasks and responsibilities by a number of legislative acts:

- The Third Package (some acts were recast within the Clean energy for all Europeans package):
 - Regulation (EC) No 713/2009 (the “Agency Regulation”), repealed and replaced by [Regulation \(EU\) No 2019/942 establishing a European Union Agency for the Cooperation of Energy Regulators \(recast\)](#);
 - Directive 2009/72/EC (the “Electricity Directive”), repealed and replaced from 1.1.2021 by [Directive \(EU\) 2019/944 on common rules for the internal market for electricity and amending Directive 2012/27/EU](#) (recast);
 - Regulation (EC) No 714/2009 (the “Electricity Regulation”), repealed and replaced from 1.1.2020 by [Regulation \(EU\) No 2019/943 on the internal market for electricity](#);
- [Regulation \(EU\) No 1227/2011 \(REMIT\)](#) and [Commission Implementing Regulation \(EU\) No 1348/2014](#) (the REMIT “Implementing Acts”);
- [Regulation \(EU\) 2017/1938 concerning measures to safeguard the security of gas supply](#) (the “SoS Regulation”);
- [Commission Regulation \(EU\) 838/2010 on the inter-TSO compensation mechanism](#) (the “ITC Regulation”);
- [Regulation \(EU\) 2022/869 of the European Parliament and of the Council of 30 May 2022 on guidelines for trans-European energy infrastructure](#), amending Regulations (EC) No 715/2009, (EU) 2019/942 and (EU) 2019/943 and Directives 2009/73/EC and (EU) 2019/944, and repealing Regulation (EU) No 347/2013 (“TEN-E Regulation”);
- Commission Regulation establishing a Network Code on Capacity Allocation Mechanisms in Gas Transmission Systems (984/2013/EU), as replaced by [Commission Regulation \(EU\) 2017/459 establishing a network code on capacity allocation mechanisms in gas transmission systems and repealing Regulation \(EU\) No 984/2013](#) (“CAM Network Code”);
- [Commission Regulation \(EU\) 2017/460 establishing a network code on harmonised transmission tariff structures for gas](#) (“TAR Network Code”);
- [Commission Regulation establishing a Network Code on Gas Balancing of Transmission Networks \(312/2014/EU\)](#) (“BAL Network Code”);
- Commission Regulation establishing a Network Code on interoperability and data exchange rules (703/2015/EU) (“IO&DE Network Code”);
- [Commission Decision \(EU\) 2015/715/EU amending Annex I to Regulation \(EC\) 715/2009 on conditions for access to the natural gas transmission networks](#) (“Congestion management procedures – CMP Guidelines”);
- [Commission Regulation \(EU\) 2015/1222 establishing a guideline on capacity allocation and congestion management](#) (“CACM Guideline”);
- [Commission Regulation \(EU\) 2016/631 establishing a network code on requirements for grid connection of generators](#);
- [Commission Regulation \(EU\) 2016/1388 establishing a Network Code on Demand Connection](#);
- [Commission Regulation \(EU\) 2016/1447 establishing a network code on requirements for grid connection of high voltage direct current systems and direct current-connected power park modules](#);
- [Commission Regulation \(EU\) 2016/1719 establishing a guideline on forward capacity allocation](#) (“FCA Guideline”);
- [Commission Regulation \(EU\) 2017/1485 establishing a guideline on electricity transmission system operation](#);
- [Commission Regulation \(EU\) 2017/2195 establishing a guideline on electricity balancing](#);
- [Commission Regulation \(EU\) 2017/2196 establishing a network code on emergency and restoration](#);
- [Regulation \(EU\) No 2019/941 on risk-preparedness in the electricity sector and repealing Directive 2005/89/EC](#);

- [Commission Decision \(EU\) 2020/2152 of 17 December 2020 on fees due to the European Union Agency for the Cooperation of Energy Regulators for collecting, handling, processing and analysing of information reported under Regulation \(EU\) No 1227/2011 of the European Parliament and of the Council;](#)
- [Council Regulation \(EU\) 2022/2576 of 19 December 2022 enhancing solidarity through better coordination of gas purchases, reliable price benchmarks and exchanges of gas across borders;](#)
- [Council Regulation \(EU\) 2022/2578 of 22 December 2022 establishing a market correction mechanism to protect Union citizens and the economy against excessively high prices](#)
- [Directive \(EU\) 2024/1788 of the European Parliament and of the Council of 13 June 2024 on common rules for the internal markets for renewable gas, natural gas and hydrogen, amending Directive \(EU\) 2023/1791 and repealing Directive 2009/73/EC \(recast\)](#)
- [Regulation \(EU\) 2024/1789 of the European Parliament and of the Council of 13 June 2024 on the internal markets for renewable gas, natural gas and hydrogen, amending Regulations \(EU\) No 1227/2011, \(EU\) 2017/1938, \(EU\) 2019/942 and \(EU\) 2022/869 and Decision \(EU\) 2017/684 and repealing Regulation \(EC\) No 715/2009 \(recast\)](#)
- [Directive \(EU\) 2024/1711 of the European Parliament and of the Council of 13 June 2024 amending Directives \(EU\) 2018/2001 and \(EU\) 2019/944 as regards improving the Union's electricity market design](#)
- [Regulation \(EU\) 2024/1747 of the European Parliament and of the Council of 13 June 2024 amending Regulations \(EU\) 2019/942 and \(EU\) 2019/943 as regards improving the Union's electricity market design](#)
- [Regulation \(EU\) 2024/1106 of the European Parliament and of the Council of 11 April 2024 amending Regulations \(EU\) No 1227/2011 and \(EU\) 2019/942 as regards improving the Union's protection against market manipulation on the wholesale energy market](#)
- [Regulation \(EU\) 2024/1787 of the European Parliament and of the Council of 13 June 2024 on the reduction of methane emissions in the energy sector and amending Regulation \(EU\) 2019/942.](#)

SECTION I: GENERAL CONTEXT



Wider context

The Agency's work as defined by legal mandates is situated in a wider and changing EU regulatory, economic and political context. The energy systems of Europe are undergoing massive change with geopolitical events, technological developments, market players' innovation and the decarbonisation agenda in which the clean energy transition plays a crucial part.

While ACER is an independent body, as an EU Agency it is fully committed to helping Europe realise its clean energy ambitions. These goals are set out in legislation and policy initiatives including the [2019 Clean Energy laws](#), the [European Green Deal](#), [RePower](#) and the [Fit for 55 Package and the Political Guidelines set by the European Commission President for the 2024-2029 period](#). The latter places a strong emphasis on decarbonisation, energy security and bringing down energy prices following the recent energy crisis.

Many of the activities of the Agency during this 3-year programming document period (2025-2027) help achieve the key political objectives of the EU institutions for their 5-year (2024-2029) mandate. Indeed, all of the Agency's multiannual objectives are instrumental to improving security of supply in the EU: a fully functioning internal EU energy market; better infrastructure with improved connections; greater transparency and integrity of energy markets; and addressing the longer-term regulatory challenges the EU is facing are all conducive to greater security of energy supply of Member States.

With the recent energy crisis, the Agency was given new tasks including implementation of the gas [Market Correction Mechanism](#) (which seeks to protect EU citizens and the economy against excessively high prices) and publishing (since January 2023) a daily [LNG benchmark](#). The LNG benchmark was since incorporated into EU law (in 2024) as an enduring task for ACER. At time of writing, the Market Correction Mechanism is expected to end in January 2025.

In 2024, additional tasks were attributed to ACER, by the different legislative packages: the [Hydrogen and decarbonised gas market package of laws](#), the [Methane Emissions Regulation](#), the [reforms of the Electricity Market Design](#) and the [revisions of the Regulation on Energy Market Integrity and Transparency \(REMIT\)](#). Consequently, the electricity and gas network codes and guidelines will be reviewed, EU wider hydrogen network codes will be newly established, the REMIT Implementing Regulation will be updated and additional REMIT delegated and implementing acts will be established in the course of 2025.

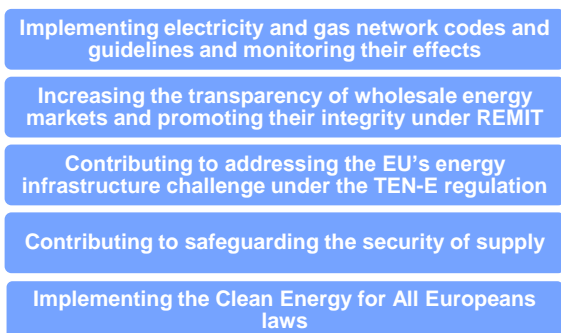
In addition, the Agency continues to address cybersecurity issues related to the energy market.

ACER – driving further EU energy market integration

The 2022 energy crisis showcased the immense value of Europe's uniquely integrated energy market and its resilience. The Agency's work remains anchored in its legal mandate, and the pursuit of further EU energy market integration. Cooperation with its members, the EU's National Regulatory Authorities (NRAs) for energy, is an essential part of the Agency's mission and work.

The Agency's workflows or key areas of work in the coming years are the following:

ONGOING WORKFLOWS



BROADER CHALLENGES



Figure 2: Overview of ACER's workflows

Ongoing workflows

The Agency committed to advancing the further integration of Europe's energy markets, a goal underpinning most of its tasks.

Implementing electricity and gas Network Codes and Guidelines and monitoring their effects

Since the EU-wide Network Codes and Guidelines entered into force, the Agency has focused on their implementation and monitoring their effects. It also provides opinions on Ten-Year Network Development Plans (TYNDPs) to complement its broader monitoring of EU energy market developments. This monitoring has included annual Market Monitoring Reports since 2012.

Increasing the transparency of wholesale energy markets and promoting their integrity under REMIT and implementing the revised REMIT

The Regulation on Energy Market Integrity and Transparency (REMIT) provides an EU framework to detect and deter market manipulation and insider trading, building trust in wholesale energy markets. By ensuring fair competition, REMIT helps prices reflect genuine supply and demand dynamics, preventing profits from market abuse.

In this respect, the Agency collects and analyses vast amounts of energy trading, fundamental and market data, irrespective of where the trades are concluded (on organised markets or over the counter) and of the type of product traded (for physical delivery or financial settlement) and including orders to trade placed at organised markets. The Agency conducts an initial assessment and analysis of these transactions and orders to trade to identify suspicious events, having potentially a cross-border impact; suspicious events which otherwise would not be detected at national level. Following the initial assessment performed by the Agency, suspicious events are notified to NRAs (who are responsible for investigations and enforcement). This coordinated EU-wide REMIT framework enables NRAs and other relevant authorities at national level to perform investigations and enforcement through access to the relevant information the Agency has collected ('data sharing').

The [2024 REMIT revisions](#) introduce new measures to better protect the EU citizens and businesses from energy market abuse. For example, the scope of REMIT is expanded and the Agency has been granted new powers of investigation in (limited) cross-border cases.

Implementing the Hydrogen and decarbonised gas market package of laws

With the 2024 Hydrogen and decarbonised package of laws, the Agency will start the implementation of the package. This includes new monitoring duties for the Agency (e.g. the evolving hydrogen market) and a

follow up on the benchmarking of the gas transmission system operators. The roll-out of the European Network of Hydrogen Operators (ENNOH) in 2026, the review of the hydrogen TYNDP, the extension of duties for the EU DSO and designing regulatory rules for a nascent market will require discussions in the ACER framework among the first-mover regulators.

Reform of the EU's electricity market design

With the recent adoption of the electricity market reform¹ in 2024, the Agency will have new duties aimed at strengthening Europe's energy market while contributing to decarbonise the electricity systems.

Pursuant to such reform, ACER will perform a variety of tasks linked, *inter alia*, to the assessment of flexibility needs to cope with the intermittency of renewable energy sources at the EU level and to the further integration of electricity forward markets, e.g. through a closer monitoring of the functioning of the PPA markets.

Contributing to safeguard the security of supply

Regulation (EU) No 2017/1938, concerning measures to safeguard the security of gas supply, strengthened the role of the Agency in ensuring gas supply security by foreseeing a number of tasks in this field. A stronger mandate to diversify gas supplies (and phase out Russian gas) has been established in the 2024 hydrogen and decarbonised package of laws (see above).

In terms of security of electricity supply, the (2019) [Clean Energy laws](#) already provided a clear framework for identifying the desired/necessary level of resource adequacy. As part of this framework, the Agency is tasked, among others, with approving the underlying EU-wide methodologies and EU-wide adequacy assessments, issuing opinions in case of discrepancies between national and EU-wide assessments and monitoring the performance of Member States in the area of electricity security of supply. The adequacy framework is now complemented with the framework to assess flexibility needs, referred to in the previous paragraphs.

Broader challenges

Contributing, from a regulatory perspective, to EU policy objectives related to the broader energy markets, affordability challenges and decarbonisation goals

While the Agency itself is not setting energy policy its expertise is leveraged by policy makers for its energy knowledge. The Agency will keep pace with the new priorities of the EU Commission and Parliament, and with ACER's evolving mandate and tasks in whatever shape that takes. With new responsibilities and challenges posed by the energy transition, ACER sees the need to contribute (where appropriate) its extensive technical experience to ongoing debates. To this end, while focusing on its legal mandate and core tasks, ACER will continue to use its knowledge, data and unique insights to aid opinion-making on a few selected items (where appropriate) linked to ACER's mandate. This optimises the value added of our work by translating it into simple messages, engaging content and narratives that are relevant and timely for EU policy makers (e.g. the European Central Bank on energy prices for their work on inflation) and other key audiences. It also helps underpins our legitimacy as an EU Agency and builds understanding of our role (and that of the national regulators) as part of the broader goal to transform the European energy system to clean energy for future generations.

¹ For a detailed description of the process and outcome of the market design reform, see https://energy.ec.europa.eu/topics/markets-and-consumers/electricity-market-design_en

Engaging stakeholders for greater impact, communicating strategically and via modern tools

During the energy crisis, the Agency placed a lot of effort in ensuring that its work and communication meets the needs and expectations of key policy makers (e.g. the European Commission, energy and finance ministers, European Central Bank). This has triggered an enhanced focus in ACER in applying an “audience-first” approach in our communications. The Agency will continue to engage with a broader set of stakeholders, many of whom have views of relevance for ACER’s tasks and approaches. Whilst targeting all stakeholders is not a feasible option, greater engagement with key stakeholders is necessary, drawing on more strategic, proactive approaches and underpinned by more modern communication tools.

(Re)deploying financial and human resources to meet future challenges

From 2021, the Agency was assigned more resources including for new tasks (e.g. gas decarbonisation, revision of the electricity market, REMIT.). As such, the Agency is working to integrate these resources effectively while seeking internal efficiencies and synergies relevant for the strategic priorities. The Agency is evaluating its internal organisation in order to have as agile and dynamic a structure as possible: in February 2024, a substantial organisational change took place to better reflect the different aspects of the Agency’s mandate and better to manage the fast growth of its human resources.

With the new fee model put in place as of 2021, the Agency is focusing on using these means to further develop its REMIT activities. The Agency is constantly updating the calculation of the eligible costs to be covered by this found source and is welcoming the upcoming revision of the Commission decision on fees during 2025 as the fees generated are not sufficient to cover for all the services to be offered to market participants.

**SECTION II:
MULTI-ANNUAL PROGRAMMING 2025-2027**



1. Multiannual work programme

This multi-annual work programme targets the sustained effective delivery of the Agency’s mandate. The Agency’s medium-term strategy addresses the EC key priorities as well as the considerable challenges and concerns facing the energy sector, EU citizens and Agency stakeholders for the coming years (as introduced in Section I). These considerations have been translated into the following strategic goals:



Figure 3: ACER’s strategic goals

The Agency endeavours to meet its strategic goals through its Strategic action areas² (SAAs) and monitors their achievement through targets/outputs and (key) performance indicators as outlined in [Section III: Work programme 2025](#) and [Table 5](#).

Strategic goal 1: Facilitate the integration of Europe’s energy markets and monitor their functioning

The main goal is supporting the integration of the electricity and gas markets in the European Union as assigned by the Agency’s founding Regulation and other provisions in the Third Package, and further enhanced with the acts of the CEP. The achievements of these goals should be instrumental to the goals of the European Green Deal. Additional tasks related to gas decarbonisation assign new tasks to the Agency and reinforce the focus of its activities on the European Green Deal as agreed by the Hydrogen and decarbonised package of laws entered into force in August 2024 as well as by the reform of the electricity market design, which entered into force in July 2024.

² In line with the definition of “Activity”, as defined in C(2020) 2297 (Annex I to the Communication from the Commission on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report)

Expected achievements

In electricity, the focus over the next few years will continue to be on the full implementation of all the Network Codes and Guidelines across the European Union and on the assessment of whether and how they are delivering the intended effects. In gas, the focus will be on decarbonisation and the adaptation of the Network Codes to cater better the access of renewable and low carbon gases to the network.

The legislative proposals in the CEP take stock of the results of the monitoring performed by the Agency over the last five years and envisage an enhanced market design for the electricity sector to deal with the identified obstacle to a well-functioning, efficient, secure and sustainable internal electricity market.

In this context, the Agency is ready to support and contribute to the policy debate and promote more coordinated and efficient solutions to address, in particular, problems of adequacy (see more information under strategic goal 2) and flexibility. In this latter respect, the Agency will particularly focus on the role of demand response in addressing these challenges.

In gas, the Agency will face new tasks deriving from the Hydrogen and decarbonised gas market package of laws. The Agency will upgrade its Network Codes to make them more fitting to gas decarbonisation and will start monitoring the uptake of renewable gases and hydrogen. Its support, through the GRI, on the implementation of the Network Codes in those Member States that lag behind in the process, in particular in South-South East Europe will continue. In addition, the Agency will integrate cost efficiency benchmarking in its gas tariff works stream and will provide recommendations on the efficient asset transfer and intertemporal allocations relating to gas pipelines.

The Agency will also take a more proactive role in its stakeholder engagements through, e.g. the chairing of the European Stakeholder Committees for the electricity Network Codes and Guidelines and by managing its on-line gas Functionality Platform, jointly developed with ENTSOG to collect and follow up stakeholders' issues relating to Network Codes and their possible updates.

Table 1: Main Strategic Action Areas (SAAs) and annual objectives contributing to Strategic goal 1

SAA	Main processes	Objectives	SPD Ref.
ISSUING AGENCY ACTS	Issue Agency decisions	Issue EU-wide and regional decisions for a harmonized internal electricity market	III.2.2.1
	Issue Agency recommendations	Ensure a robust and timely implementation of the Network Codes and Guidelines	III.2.2.3
		Issue recommendations to NRAs on which barriers to distributed energy sources to tackle first	
		Issue recommendations to NRAs on how to report on barriers to non-fossil flexibility	
	Develop and revise Guidelines & Network Codes	Issue recommendations on inter-temporal cost allocation for the initial hydrogen network development cost	III.2.2.4
		Facilitate amendments to existing Network Codes and Guidelines and development of new Network Codes or Guidelines for the electricity market	
MONITORING, MODELLING AND TRANSPARENCY	Monitor and report on the electricity, hydrogen, decarbonised and natural gas sectors	Facilitate amendments of existing and development of new Network Codes and Guidelines for the gas and hydrogen markets	III.2.3.1
		Monitor the internal electricity market	
	Monitor implementation	Monitor the internal gas market and its decarbonisation	III.2.3.2

Strategic goal 2: Tackle challenges in infrastructure, flexibility needs and security of supply

The Regulation (EU) No 347/2013 on guidelines for trans-European energy infrastructure (TEN-E Regulation) introduced a new framework aimed at promoting the development of Projects of Common Interest (PCIs), i.e. infrastructure projects that are particularly beneficial in supporting a more integrated European energy market. The Agency was already involved in the energy network development process, but the TEN-E Regulation projected this involvement into a new dimension. The Regulation aims at enhancing the physical integration of the internal energy market, including by ensuring that no Member State is isolated from the European network. As one of the many players involved, the Agency aims to contribute to the scaling of the European energy infrastructure in line with its legal mandate.

The Agency has various functions and roles regarding the development of the electricity and gas infrastructure. Cost-efficient network development is essential for overcoming physical congestion, improving energy security and ensuring sustainability. Capacity allocation methods and/or congestion management procedures alone cannot resolve physical congestion in electricity and gas transmission systems, especially at interconnection points and other system bottlenecks. Adequate physical transmission capacity in the context of a rapid decarbonisation strategy is thus a prerequisite for completing Europe's energy market. Additional tasks have been added by the CEP acts and the recent European Commission's Grids Action Plan foresees ACER's focusing on incentives and assessing DSO network planning.

The achievements of these goals should be instrumental to the goals of the European Green Deal. The TEN-E Regulation was revised in 2022 to ensure its full alignment with the European Green Deal.

In the area of security of gas supply, ACER supports the development of measures enabling a more flexible use of the gas infrastructure. In the area of security of electricity supply, ACER contributes to enhance the framework for the identification of adequacy concerns and the potential adoption of measures to address such concerns. ACER also aims at monitoring the performance of Member States in the area of electricity security of supply. Ultimately ACER contributes to ensuring adequate levels of security of supply at an affordable cost for end-consumers.

Expected achievements

PCI lists are adopted every two years. TYNDPs, which are also developed every two years, serve as the basis for the PCI lists. Investment requests may be submitted by promoters of PCIs included in the lists. Therefore, the TYNDP and PCI identification/investment request process runs for two years, repeating itself every two years. The Agency is involved in all its stages.

The Agency will strive to enable efficient infrastructure investments to take place, with a particular focus on investments of cross-border relevance. Such investments should help further integrate Europe's energy market, as well as to increase security of supply. In particular, they should contribute to the elimination of the so-called energy islands, but also bring forward innovative solutions that enable the use of grid capacity.

In the area of security of gas supply, ACER will strive to enabling a more flexible use of the gas infrastructure. In the area of security of electricity supply, ACER will strive to the implementation of a robust framework that delivers adequate levels of security of supply at an affordable cost for end-consumers. As a complement to this framework, ACER will also strive to ensure an adequate assessment of the needs for flexibility in EU electricity systems.

A particular focus will be placed on incentives, especially investigating means to incentivise better utilisation of existing infrastructure, to complement the much required build-out of new infrastructure.

ACER also aims to improve stakeholder engagement in the infrastructure area of work by establishing a dedicated platform to enable and facilitate exchanging knowledge and information with stakeholders.

Table 2: Main Strategic Action Areas (SAAs) and annual objectives contributing to Strategic goal 2

SAA	Main processes	Objectives	SPD Ref.
ISSUING AGENCY ACTS	Issue Agency decisions	Issue decisions on investment requests under the Trans-European Energy Networks Regulation	III.2.2.1
		Issue decisions to safeguard security of gas and electricity supply under the relevant regulations	
		Issue a decision on an EU-wide methodology to assess flexibility needs at European level	
	Issue Agency opinions	Issue opinions to ensure the compliance of ENTSOs and the EU DSO Entity with their statutory tasks, and to oversee the cooperation among system operators	III.2.2.2
		Ensure adequate oversight of EU-level network development and ensure a solid implementation of the Trans-European Energy Networks Regulation	
		Issue opinions aiming at safeguard the security of gas and electricity supply	
MONITORING, MODELLING AND TRANSPARENCY	Monitor implementation	Monitor electricity networks	III.2.3.2
		Monitor the performance of Member States in Security of Supply	
	Flexibility needs modelling	Ensuring a solid assessment of EU-wide flexibility needs for electricity	III.2.3.4

Strategic goal 3: Enhance the integrity and transparency of wholesale energy markets

A well-functioning pan-European energy market demands that energy is traded according to the highest transparency and integrity standards, so that prices reflect the fundamentals of demand and supply. Correct prices further unlock decentralised supply resources and provide a robust basis for investment decisions in for example generation, transmission and storage, to enhance flexibility in supply.

The Regulation on wholesale energy market integrity and transparency (REMIT) aims to establish the conditions for this to happen. The effective operation of REMIT is thus a major pre-requisite for efficient market integration and the security of energy supply, both of which are essential components of the Energy Union strategy. REMIT introduced a new, unprecedented, sector-specific market-monitoring framework to detect market abuse in European wholesale energy markets, thus deterring such behaviour. It is a monitoring opportunity provided by digitalisation. The Agency aims to ensure that REMIT continues to be fully implemented so that consumers and market participants can have confidence in the integrity of electricity and gas markets, that prices set on wholesale energy markets reflect a fair and competitive interplay between supply and demand, and that no profits can be drawn from market abuse.

As REMIT covers legislative and technical aspects on which there is little experience worldwide, its implementation has posed a formidable challenge to the Agency. In recent years, REMIT became a role model for the implementation of market integrity and transparency regimes in other jurisdictions impacting the Union energy wholesale energy market like the UK, Switzerland, Norway and the Energy Community. The incorporation of REMIT in the EEA agreement is currently still pending. In addition, ACER's cooperation with the U.S. Federal Energy Regulatory Commission (FERC) is an important cornerstone in promoting market integrity and transparency and customer protection in a more and more global gas market.

Regulatory cooperation is an essential element of REMIT because of its decentralised design with Member States through their NRAs being responsible for investigations and enforcement at national level. Close

cooperation and coordination between the Agency and NRAs is therefore necessary to ensure effective, efficient and consistent market oversight.

Moreover, apart from NRAs, the Agency cooperates closely with the European Securities and Markets Authority (ESMA), the competent financial market authorities of Member States and, where appropriate, with the Directorate General for Competition of the European Commission and national competition authorities (NCAs). The Agency established strong links with major organised market places and may establish links with tax authorities as through its surveillance activities it could detect fraudulent behaviour in energy markets that go beyond the prohibition REMIT provisions.

Furthermore, the European Green Deal's increased climate ambition and the objectives to ensure effective carbon pricing, to avoid carbon leakage and to develop international carbon markets mean that more efforts will be needed to monitor the potential interaction between the European carbon market and the EU wholesale energy market.

Such an open, competitive, interconnected and integrated energy market is essential to achieve decarbonisation and security of energy supply at the lowest possible costs and to ensure that the clean energy transition benefits consumers. The effective implementation of REMIT is therefore underpinning the European Green Deal which aims to transform the EU into a fair and prosperous society with a modern, resource-efficient and competitive economy which has successfully tackled climate and environment-related challenges.

Expected achievements

Increased integrity and transparency of wholesale energy markets should foster open and fair competition in wholesale energy markets for the benefit of final energy consumers. Well-functioning energy markets are also instrumental in providing signals to promote security of supply through a cooperative approach throughout Europe. Efficient market monitoring by the Agency at Union level is therefore vital for detecting and deterring market abuse in wholesale energy markets and a major contributor to the energy union strategy.

Table 3: Main Strategic Action Areas (SAAs) and annual objectives contributing to Strategic goal 3

SAA	Main processes	Objectives	SPD Ref.
REGULATORY COOPERATION AND POLICY DEVELOPMENT	Regulatory cross-border cooperation	Promote regulatory cooperation	III.2.1.1
		Ensure cooperation between relevant public authorities including ESMA, competent national financial market authorities, supervisory authorities, and the administrations of third countries	
	Promote regulatory convergence	Contribute to a coordinated, consistent, and robust REMIT data reporting framework	III.2.1.2
	Collect, analyse and share data	Data excellence: Information management for the electricity and gas departments	III.2.1.3
Data analysis and dissemination			
Data collection, data management and data sharing			
MONITORING, MODELLING AND TRANSPARENCY	Provide transparency	Assess and publish LNG price assessments and/or benchmarks	III.2.3.3
REGULATORY OVERSIGHT	Perform market surveillance	Ensure the integrity of wholesale energy markets and delivering trustworthy market outcomes for EU energy consumers	III.2.4.1
	Handle coordination on potential REMIT breach cases	Ensure a consistent application of market abuse provisions by NRAs in order secure effective REMIT framework	III.2.4.2

	Monitoring of central collection of suspicious reports at EU level	Centralisation of collection of STORs at EU level at ACER and monitoring EU wide PPAETs at ACER	III.2.4.3
	Develop and enhance market surveillance and conduct tools	Develop and enhance applied surveillance and conduct IT tools	III.2.4.4
	Authorisation and supervision	Ensure regulatory registration and supervision of reporting parties	III.2.4.5
	Investigations	Establish and fully operationalize the REMIT Investigations Department	III.2.4.6
		Investigate instances of potential market abuse in cross-border cases to complement investigations and enforcement by NRAs pursuant to Article 13 of REMIT (preparatory work, applicable in 2026)	

Strategic goal 4: Contribute to addressing longer-term regulatory challenges

The Agency strives to support political priorities set at the EU level which are relevant for energy regulation, such as the European Green Deal and the related decarbonisation goals for the achievement of the EU climate policy objectives, in line with the Fit for 55 Package. The aim is to support more cost-effective pathways for the EU's energy objectives and to help regulators and policymakers remain at the forefront of the regulatory implications of a rapidly changing energy system.

In this context, the Agency intends to focus on topics with clear regulatory relevance, for instance those linked to decarbonisation. These could include the future use of gas infrastructure, the role of power-to-gas installations, the possibilities for hydrogen in a decarbonised energy system, the development of hybrid infrastructure assets such as offshore grid linking multiple jurisdictions and the development of demand response.

Challenges include also the future greater penetration of renewable-based generation into the European electricity system, which will be a source of new challenges for the electricity and gas systems in the years to come, including in terms of adequacy and flexibility. These challenges may require a regulatory and market design response. The Agency is committed to contributing to this effort.

A new dimension of risk for the energy sector, linked to its progressing digitalisation, comes from possible cyber-attacks. While not yet directly involved in this area, the Agency has developed experience in cybersecurity, in preparation for any call on it to contribute to addressing the issue at sector level.

Expected achievements

- The Agency will contribute to the implementation of the electricity market design reform and perform the new tasks and duties assigned to it.
- The Agency may contribute, from a regulatory perspective, to the EU's wider energy and decarbonisation goals and the EU Green Deal.
- The Agency may contribute to addressing cybersecurity issues in the energy sector.

General objectives in areas of ACER expertise:

- Fulfilling requests from the EU institutions;
- Engaging in the regulatory debate (e.g. reply to consultations);
- Develop pro-active thinking (e.g. position papers).

Strategic goal 5. Ensure the resilience, efficiency and agility of the Agency

This strategic goal combines the principles of deliberate (prescriptive) and emergent strategies. The Agency will focus on its capacity to respond swiftly and flexibly to new challenges and tasks; to be able to work seamlessly across different teams, drawing in different perspectives; to be constantly interacting with our NRA colleagues for maximum impact; to remain open to outside views, sharpening our 'intellectual curiosity'; reassessing priorities at regular intervals – in short, making enhanced 'organisational agility' a key priority.

This priority gains more prominence as we look ahead towards what is likely to prove a period of growth for the Agency, both in human and financial resource terms. Whatever ACER is tasked to do, keeping to our strengths, further professionalising our organisational approaches, incorporating modern working ways and new expectations that both ACER staff and outside stakeholders harbour towards us, would all seem to be good rules of thumb.

This strategic goal is also aimed at ensuring that existing governance-related regulations and internal governance are effective and efficient. It includes elements such as accountability and compliance, the decision-making process, organisational structure, responsibility levels and delegations.

The key focus areas will be:

- Effective and appropriately supported³ governance and management processes;
- Demonstrating accountability⁴;
- Enhancing engagement, transparency and visibility;
- Strengthening security, business continuity and greening initiatives;
- Driving continual improvements through performance evaluation and process optimisation;
- Transforming and optimising resource to support all strategic goals.

Table 4: Main Strategic Action Areas (SAAs) and annual objectives contributing to Strategic goal 5

SAA	Objectives	SPD Ref.
Strategy, governance and stakeholder management	Ensure continued support and coordination of the Agency's governance bodies	III.2.5.1
	Maximise the impact of what ACER does via effective communications	
	Engage effectively with stakeholders	
Risk, compliance, remediation and resiliency	Strategy development	III.2.5.2
	Ensure the Agency is operating in compliance with necessary legal regulations, internal and external guidelines and policies.	
Business capabilities	Strengthen organisational resilience through integrated risk management and internal control optimization	III.2.5.3
	Drive operational excellence through quality management, performance evaluation, and continuous improvement	
	Enhance portfolio and project management for strategic alignment and resource optimization	
Human capital	Optimize the management of documents, archives, libraries, and knowledge to enhance accessibility, compliance, and organizational learning	III.2.5.4
	Continue to transform human resources management to provide effective and efficient human resource services.	
Financial resources	Plan, manage and report on the Agency budget, process all financial transactions, manage assets.	III.2.5.5
ICT	Design, implement and maintain state of the art information systems required to enable and support the operational and administrative activities of the Agency	III.2.5.6
Security	Enhance organizational security by integrating information and physical security measures to safeguard assets, data, and people	III.2.5.7
Assets and services	Optimize assets and services management through efficient procurement processes.	III.2.5.8
	Provide staff and visitors with a functional, safe and healthy working environment.	

³ The AB and BoR Secretariat is provided for by the Strategy Delivery and Communications team (3 FTEs). The Registry of the Board of Appeal is currently provided for by the Legal Services team (2 part-time FTEs).

⁴ Including through an effective Internal Control System

Table 5: The Agency's Key Performance Indicators

SAA	KPI	Target 2025	
Policy development and regulatory cooperation	1	Key achievements (e.g. key projects) as well as continued measurement of % planned vs. delivered projects	90%
	2	Accuracy, Consistency, Completeness, Integrity and Timeliness (ACCIT) of information (measured by the yoy % change of composite indicator of data quality metrics)	95%
	3	% of service availability, measured as an average availability of individual REMIT IT services	99%
Issuing agency acts	4	% of outputs delivered on time	90%
Monitoring, modelling and transparency	5	% of outputs delivered on time	90%
Regulatory oversight	6	% of high priority alerts manually screened and transferred to NRAs	100%
	7	Number of initial assessments sent to relevant authorities	>16
	8	% of REMIT breach cases pro-actively followed by ACER	>25%
	9	% of market abuse enforcement Decisions by NRAs quoting the ACER Guidance	≥75%
	10	% of notifications triaged	≥90%
	11	ACER Reports on NRA and PPAET performance under Article 15 of REMIT	1
	12	Number of alert enhancements implemented	>30
	13	Number of alerts developed and implemented	>4
Strategy, governance and stakeholder management	14	Number of Notification Platform and CMT issues/bugs/improvements documented for solving	>15
	15	% of growth of followers on LinkedIn	10%
Business capabilities	16	% of growth of followers on X (former Twitter)	5%
	18	Non-qualified opinion received from ECA	Yes
Human capital	19	% of ECA's recommendations implemented	75%
	17	Number of participating staff satisfied or highly satisfied with the employment conditions at the Agency	75%
Financial resources	20	% of commitment appropriations year N	≥95%
	21	% of payment appropriations carried forward from year N-1	≥95%
	22	Collection rate of fees	≥95%

2. Human and financial resources outlook 2025-2027

2.1. Overview of the past and current situation

The total budget for 2023, as adopted by the AB on 15 December 2022, amounted to € 30,770,880.00.

There were four amendments to the 2023 budget: on 26 October 2023 (decrease by € 1,145,913.00), on 22 November 2023 (decrease by € 842,000.00), on 5 December (increase by € 800,000.00) and 24 January 2024 (increase by 4,500.00) to a total of 29,587,466.35.

The total budget for 2024, as adopted by the AB on 13 December 2023, amounted to € 32,602,073.00. At the time of writing, there was one budget amendment on 16 June 2024, increasing the budget by 1,849,819.00 bringing the total to 34,451,892.00.

More information on financial resources is available in [Annex III](#).

The 2023 Establishment plan, as adopted by the AB on 15 December 2022, included a total of 96 temporary agents (TAs). On 22 November 2023 the Establishment plan was amended, decreasing the number of TAs to 91.

The 2024 Establishment plan, as adopted by the AB on 13 December 2023, included a total of 107 temporary agents (TAs). On 19 June 2024 the Establishment plan was amended again, increasing the number of TAs to 114.

More information on staff population is available in [Annex IV](#).

2.2. Outlook for the years 2025-2027

This section provides a description of the future activities/tasks of the Agency by taking into consideration consequences on financial and human resources. It includes both the new tasks and growth of existing tasks, as per the Agency's Strategic goals.

Strategic goal 1: Strategic goal 1: Facilitate the integration of Europe's energy markets and monitor their functioning

Implementation of the adopted Network Codes and Guidelines

Some of the Network Codes and Guidelines adopted under the Third Package assign new tasks to the Agency. In electricity, these new tasks include, for example: (i) new specific reporting and monitoring obligations, including the monitoring of the implementation projects established pursuant to the Guidelines on Capacity Allocation and Congestion Management, on Forward Capacity Allocation, on Electricity Balancing and on Electricity Transmission System Operation; and (ii) the organisation and coordination of the stakeholders' involvement in monitoring the implementation of the adopted Network Codes and Guidelines through, in particular, the European stakeholder committees.

On the gas side, the text of the Network Code of Harmonised Gas Transmission Tariff Structures mandates the Agency to report on all national tariff methodologies within strict deadlines. This implies an additional workload for the Agency; the bulk of the first cycle took place during the second half of 2018 and the year 2019; the second cycle is taking place in 2023/24. Since national Reference Price Methodologies are updated regularly (usually every 3-5 years), the Agency's work will continue regularly in the future as well. Next to it, the implementation monitoring of the gas network codes will be carried continuously for the (i) Balancing Network Code, (ii) Capacity Network Code and reporting on congestion management as during the previous years. The Capacity Allocation Mechanism Network Code will be revised first, following the adoption of the Hydrogen and decarbonised gas market package.

Monitoring of the markets

In order to identify any barriers to the completion of the internal markets for electricity and natural gas, ACER will monitor various aspects of the market in separate monitoring reports providing insights into market functioning. The monitoring scope will adapt to developments in the evolving energy market, assessing their effectiveness in meeting decarbonization goals and addressing security of supply considerations. The reports will lead to specific recommendations and opinions that aim to improve the market integration at European scale.

The completion of the Framework Guidelines and Network Development process is making staff available for the activities related to the approval of binding tertiary legislation, for individual decisions in case NRAs cannot agree on a cross-border issue (such as in the case of the choice of a gas Booking Platform or an incremental capacity investment proposal) and for the monitoring of the implementation of the Network Codes, Guidelines and such additional tertiary instruments. Recommendations and non-binding opinions

will be additionally sought from ACER, once the implementation of the Hydrogen and decarbonised gas market package will kick-start.

Strategic goal 2: Tackle challenges in infrastructure, flexibility needs, and security of supply

Infrastructure challenge

The TEN-E Regulation foresees several tasks for ACER with the goal of supporting a more integrated European energy market. As one of the many players involved, the Agency aims to contribute to the scaling of the European energy infrastructure. In particular, ACER is involved at various stages of the process provides opinion on the TYDNP, checks the consistent application of the cost-benefit analysis methodology for cross-border projects and provides its opinion on the regional lists of projects of common and mutual interests (PCIs/PMIs).

In addition, ACER is tasked with approving key methodologies for the adequate development of electricity infrastructure of cross-border relevance such as the methodology regarding the use of revenues from congestion income and the monitoring of the usage of congestion income according to the methodology.

Beyond this, ACER is focusing on improving incentives for better, more efficient utilisation of existing grids, including investigating the potential of DSOs when it comes to using their flexibility assets to overcome congestion. To help achieve such ambitious targets, ACER is pursuing better involvement of stakeholders through establishing a dedicated knowledge and information sharing platform.

Security of supply challenge

Concerning the security of gas supply, ACER supports the development of measures enabling a more flexible use of the gas infrastructure and follows the continued application of extended solidarity rules adopted by the Council. In particular, ACER carries out tasks linked to the enabling of physical reverse flow to transport gas in both directions, the related cross-border cost allocation and exemption requests. These measures are ultimately conducive to greater levels of gas security of supply.

Concerning the security of electricity supply, in line with the CEP, ACER contributes to set up the framework for the identification of adequacy concerns and the potential adoption of measures to address such concerns. ACER also aims at monitoring the performance of Member States in the area of electricity security of supply. Ultimately the goal is to ensure adequate levels of security of supply at an affordable cost for end-consumers. As a complement to this framework, with the recent adoption of the electricity market reform 2024, ACER will also strive to streamline the adequacy assessments and to ensure an adequate assessment of the needs for flexibility in EU electricity systems.

Strategic goal 3: Enhance the integrity and transparency of wholesale energy markets

Market information and transparency

The workload related to market information and transparency under REMIT continues to grow every year due to the growing number of records of transactions. In addition, REMIT data collection, data sharing and analysis is always at the tail end of market design changes in electricity and gas, but also in the field of EU financial market legislation and has to follow any developments in this respect. ACER will also have to cooperate with the Northern Irish Utility Regulator under the Protocol on Northern Ireland and with Ofgem on the Agreement between the EU and UK following Brexit, with the Norwegian NRA NVE-RME for the implementation of the registration of market participants and for data reporting once REMIT is incorporated

into the EEA agreement and with the Energy Community on their implementation of REMIT. The additional human resources requested for 2025 and beyond can be financed through REMIT fees. The human resource needs for future years will *inter alia* depend on market developments and the potential growth of data collected as well as on the required REMIT information services expected by the Agency's stakeholders.

The implementation of REMIT revision, the contribution to the revision of the REMIT Implementing Acts and to the development of additional REMIT delegated and implementing acts will constitute new tasks for the Agency in 2025.

Market surveillance and conduct

The market surveillance coverage by the Agency is currently not complete⁵. However, the Agency has programmed until 2027 to gradually improve the market surveillance coverage reliant on the envisaged additional human resources becoming gradually available for market surveillance and REMIT data quality for efficient and effective market surveillance.

The Agency aims to ensure that all NRAs and other relevant authorities carry out their tasks under REMIT in a coordinated and consistent manner. In this respect, the total number of ongoing cases (instances of potential market abuse) requiring follow-up from the Agency is expected to further increase.

In 2024, the REMIT revision added additional responsibilities to the Agency that will become the central collection point, at EU level, of all notifications sent by person professional arranging or executing transactions (PPAETs) on potential breaches of REMIT on the wholesale energy markets. The Agency was also tasked to produce public reports on NRAs and PPAETs performance related to these notifications.

Meanwhile, with the current level of available resources for market surveillance and case coordination, the Agency prioritise alerts and cases and will further apply backlogs where appropriate.

Strategic goal 4: Contribute to addressing longer-term regulatory challenges

With the adoption of the electricity market reform in 2024, the Agency will have new duties aimed at strengthening Europe's energy market while contributing to decarbonise the electricity systems.

In particular, ACER will perform a variety of tasks linked, *inter alia*, to the assessment flexibility needs to cope with the intermittency of renewable energy sources at the EU level and to the further integration of electricity forward markets.

Through, in particular, its monitoring activity of the functioning of the internal energy market and of the implementation of the Network Codes and Guidelines, the Agency may come up with recommendations to improve the overall regulatory and governance framework and make it more suitable and efficient.

More broadly, the Agency may contribute, from a regulatory perspective, to the EU's wider energy and decarbonisation goals and the EU Green Deal with ad-hoc recommendations, opinions or position papers.

⁵ The key reasons are as follows: First, the Agency's main surveillance tool is underdeveloped. Therefore, certain data reported to the Agency cannot be efficiently and effectively screened. In order to further develop the tool it is specifically required to design, programme and test additional predefined alerts. Second, whilst the level of available resources for market surveillance are gradually improving, it cannot be guaranteed that on a monthly basis all triggered alerts will be assessed and subsequently shared with NRAs for their investigation and enforcement follow-up.

Strategic goal 5: Ensure the resilience, efficiency and agility of the Agency

The upcoming adoption of the “Regulation of the European Parliament and of the Council on information security in the institutions, bodies, offices and agencies of the Union” and recent adoption of the “Regulation of the European Parliament and of the Council laying down measures on a high level of cybersecurity at the institutions, bodies, offices and agencies of the Union” are of crucial importance to ensure protection of the Agency information in line with the highest standards.

The two Regulations ensure protection of information used in the context of the Agency activities and enhance the level of resilience to cybersecurity worst case scenarios should they materialise.

The adoption of “Regulation of the European Parliament and of the Council on information security in the institutions, bodies, offices and agencies of the Union” which the Agency expects to come in 2025 will not significantly alter the Agency’s current operations, but it will present a challenge due to the existence and cohesion of multiple information security policies that will need to be harmonised into one to cover the wide range of information processing. Compliance with this new Regulation will need a re-work of current Information, Communication and Technological systems to reach the desired level of compliance. This will require investments to cover both the re-drafting of the policies and their harmonisation, as well as the review of all current Information Systems to comply with the new Regulations. The expected expenditure for the tasks is foreseen in the order of 200,000 EUR, which shall include compliance also with the Cybersecurity Regulation for EUIBAs.

In addition, the Agency has to comply with the aforementioned “Regulation of the European Parliament and of the Council on information security in the institutions, bodies, offices and agencies of the Union”, and, depending on the use of such information, may have to apply the part of the Regulation related to EU Classified Information (EUCI): this very much depends on the use that Member States and NRAs will do of EUCI. To fulfil its tasks, the Agency needs to enhance its current security measures, and to handle EUCI, the Agency will need to invest 500,000 EUR to fit out the current or future premises with the minimum requirements for EUCI up to level “SECRET UE/EU SECRET”.

Costs of compliance will also cover the need to set up the system and request clearance for the staff who may have the need to access that information.

The “Regulation of the European Parliament and of the Council laying down measures on a high level of cybersecurity at the institutions, bodies, offices and agencies of the Union” covers, at the same time, all other aspects not covered by the other Regulation. As the Agency was already performing some of the tasks, the organisational measures may impact the current budget between 30,000 to 100,000 EUR for the execution of the Maturity Assessment and the maintenance of the roles foreseen by the new Regulation. It shall also be considered that technical minimum cybersecurity standards will be issued.

The Agency is also working alongside the pattern to fully embrace some of the suggestions of crucial stakeholders in the area of Security and Cybersecurity, in particular of CERT-EU and ENISA, which have issued a Security Guidance in March 2022. This Guidance provides an assurance that the Agency will be able to cover most of the predominant threats. Therefore, it has a great value, and it allows the Agency to reach its goal of reducing cyber and information security maturity, reducing the number of possible incidents.

The implementation of the Security Guidance will surely contribute to meeting compliance with the “Regulation of the European Parliament and of the Council laying down measures on a high level of cybersecurity at the institutions, bodies, offices and agencies of the Union”, but this will require significant additional investments to cover the cost of implementation and the cost of continuous verification of the compliance from a technical and organisational perspective.

In order to support the Agency staff in fulfilling the strategic goals major investments in IT infrastructure and software are planned in 2025 and 2026. The main focus of these investments will be the provision of necessary tools and services to ensure that ACER staff have at their disposal proper IT tools to perform

their tasks efficiently and effectively. Main areas of investments will be information security, REMIT IT systems, EU Flexibility assessment tool, communication and collaboration tools, end-user computing and ACER planning/reporting tools.

2.3. Resource programming for 2025-2027

For the year 2025 the Agency expects to recruit additional 18 FTEs. This will see an increase of 32.17% in its related staff expenditure. For the salaries expenditure, an estimated 4.3% indexation has been applied for the years 2025 and 2.5% for 2027.

The Agency is expecting a 80.41% growth in fees' eligible costs in 2025 as compared to the estimated fees of 2024 due to the increased number of staff, significant salaries adjustment applied in 2023, expected to be applied also in 2024 and 2025 and the payable employer pension contribution for staff covered by fees from the year 2024 onwards.

The revision of the Commission decision on fees expected during 2024-2025 is envisaged to allow alignment between the eligible costs to be covered by fees and the actual revenue generated from fees.

The Agency's resources needs for 2025-2027 are presented in point 2.2., in the sections below and in the relevant Annexes.

2.3.1. Financial resources

Table 6: Revenues

REVENUES	2024	2025	Variance	2026	2027
Revenue from fees and charges	11,677,700	21,067,920	80.41%	22,060,633	22,910,773
EU contribution	21,854,926	23,068,989	4.86%	25,241,814	26,782,003
Assigned revenues deriving from previous years' surpluses	476,978	348,562	-26.92%		
EFTA contribution	680,389	635,952	-6.53%	650,000	685,802
TOTAL REVENUE	34,689,993	45,121,422	30.07%	47,952,446	50,378,577

ACER's activities are funded by fee income and the EU balancing subsidy. Commission Decision (EU) 2020/2152 from 17 December 2020 sets fees for collecting, handling, processing and analysing of information reported by market participants or by entities reporting on their behalf pursuant to Article 8 of REMIT (so-called REMIT fees). The inherent uncertainty from the initial year of REMIT fee implementation in 2021 continues with respect to the budgeted revenue from REMIT fees in 2025, which is based on estimated records of transactions collected from reporting parties and is therefore dependent on market behaviour and the trading strategies of individual companies. The Agency will carry out regular reviews of fee forecasts and maintain contact with reporting parties to monitor early indications of possible changes in the REMIT reporting landscape. The Agency strongly believes that any deficit should be avoided. The revenue collected should be sufficient for the proper operation and evolution of REMIT activities covered by the fees. The Agency stresses that at the same time any surplus of fees needs to be avoided since it could not be used to subsidise ACER's non-REMIT related activities, as this approach would not be in line with Regulation (EU) 2019/942. In case of a possible lower amount of fee revenue than estimated, which will only materialise in January each year once the fee revenue can be calculated on the basis of the records reported the previous year, the initial budget adopted will be amended.

Any positive budget result will be repaid to the Commission in accordance with Article 17 of the Agency's Financial Regulation⁶ up to the amount of the contribution received from the general EU budget for the respective year. If the budget result were negative, the Agency would need to discuss with the Commission about how to resolve this problem, e.g. by initiating a budgetary transfer or by internal redistribution of funding.

The Agency will be charging the fees before the services are provided in accordance with Article 71 of its Financial Regulation. Debit notes will be issued in the first month for the current financial year and will have a fixed settlement period of thirty (30) days. Those Registered Reporting Mechanisms (RRMs) with a due balance above 250k EUR are entitled to payment in instalments. Past experience shows a number of three instalments that are expected to occur also in 2025 with collection deadlines at the end of February, June and September.

The timely collection of the revenue is very important in order to ensure the necessary cash inflows needed to cover the planned projects' expenditure throughout the year. Therefore, the Budget team of the Agency will ensure strict monitoring of the revenue collection. By the end of the first quarter of any financial year, the Agency will analyse its revenue collection rate and decide whether it needs to amend its budget.

In case the amounts of the issued debit notes are not fully recovered by the deadline specified in the documents, the Agency will immediately launch the procedure for 'effecting recovery by any means offered by the law' in accordance with Article 68 of its Financial Regulation.

Expenditure

Title 1

Compared to 2024, there is a 32.17% increase in the financial resources allocated to Title 1. This mainly relates to increased staff expenditure (remuneration) for the 16 additional Temporary Staff posts and 2 additional Contract Staff members the Agency requests. In addition, the employer contribution to the pension fund for the Agency's staff covered by fees, has also a significant impact on the level of expenditure under this Title.

For the following years, 2026 and 2027 the increase within this Title relates to the additional human resources (12 posts in 2026 and 13 in 2027) and expected adjustments on the costs for salaries and allowances and staff promotions.

Title 2

There is a significant 19.68% increase in the financial resources under Title 2 as compared to 2024. The increase mainly relates to expected additional overheads due to the increase in the number of staff. In addition, an increase of the financial capacity for possible legal expenditures has been made and also impacts the level of expenditure allocated to this Title. The need to allocate additional resources for strengthening the security of information and investment in IT infrastructure is reflected in the increased expenditure level within this Title.

Title 3

There is a significant 32.86% increase in the expenditure of Title 3 as compared to 2024. The revision of the Commission decision on fees planned during 2024 – early 2025 is expected to close the gap between the eligible costs of the fees related activities and the fees revenue established. This will allow the fees

⁶ Decision No 8/2019 of the Administrative Board of the Agency for the Cooperation of Energy Regulators of 21 June 2019 on the Financial Regulation of the Agency for the Cooperation of Energy Regulators.

related activities to take place at full capacity providing the services expected by the market participants. Additional expert consultations for developing data analysis and management solutions also contributed to the increased expenditure under this Title.

As of 2021, ACER's **REMIT IT expenditure** is funded by fees charged to RRM's according to Article 32(1)(b) of the Regulation (EU) 2019/942 and Commission Decision (EU) 2020/2152. All REMIT IT expenditure for the Agency's REMIT Information Systems (ARIS) is for collecting, handling, processing and analysing of information reported by market participants or by entities reporting on their behalf pursuant to Article 8 of REMIT.

The expected REMIT-related IT budget needs from 2025 to 2027 can be broken down as follows:

Table 7: Multiannual budget for REMIT IT in 2025-2027 covered from fees:

Expenditure Item	Total cost 2025	Total cost 2026	Total cost 2027
REMIT IT Services	4,180,000	3,610,000	3,460,000
REMIT IT Operations	3,500,000	3,825,000	3,575,000
MSC Tools and Services	1,225,000	1,055,000	955,000
Specific data and information services*	1,240,000	1,355,000	1,355,000
TOTAL	10,145,000	9,845,000	9,345,000

* For REMIT IT costs that are not covered by REMIT fees additional budget from EU subsidy will be allocated to this appropriation, 0.46m in 2025, 0.51 in 2026 and 2027

The estimates for the period 2025-2027 are based on the possibility to raise REMIT fees to improve the Agency's funding by covering its costs with regard to services provided to Market Participants or entities acting on their behalf enabling them to report data pursuant to Article 8 of REMIT in an efficient, effective and safe manner.

The REMIT IT budget needs are based on the following, but may entail additional IT investment needs in the course of 2025 against the background of the REMIT revision:

- The support, maintenance and operation of REMIT IT systems are outsourced and the associated costs are necessary in order to ensure availability of REMIT IT services for external and internal stakeholders.
- The ongoing market design changes require technical changes to keep up to date with market developments in the REMIT reporting landscape. REMIT data collection, data sharing and analysis is always at the tail end of market design changes in electricity and gas, but also in the field of EU financial market legislation and has to follow any developments in this respect.
- The growing data volume collected by the Agency on a daily basis requires an increasing need for adequate REMIT IT expenditure in 2025 and beyond.
- The Agency intends to reinforce its data analysis capabilities by better use of outsourcing. In 2025 and beyond up to 8 FTEs are expected to be delivered for data analysis tasks with the use of consultancy services.

The main focus of 2025 and 2026 REMIT related IT activities is the implementation of IT tools and services linked to implementation of REMIT II regulation.

The financial resources requested under Title 3 also relate to business IT costs for all ACER business departments' data collection and analysis beyond the REMIT scope, including the related development, operational and infrastructure costs. This includes also the IT costs for delivering the LNG price assessment and benchmark task as well as the costs of delivering the EU flexibility assessment IT tool.

Fees eligible costs

As from the year 2021 the Agency is collecting fees from RRM based on Commission Decision (EU) 2020/2152 by applying the approved fees model to the transactions reported by each RRM. The estimation of the fees to be collected in any year is based on the eligible costs that are to be incurred with handling, processing and analysing of the collected fees. There are mainly two categories of costs, namely the cost of staff involved in these activities within the MIT, MSC, COL and the newly established REMIT Investigation departments and the costs related to the REMIT IT system that supports the data collection and processing. Their respective allocation is presented in the table below.

Table 8: Fees eligible costs

	2025	2026	2027
REMIT IT			
REMIT IT Services	4,180,000	3,610,000	3,460,000
REMIT IT Operations	3,500,000	3,825,000	3,575,000
Surveillance tools and services	1,225,000	1,055,000	955,000
Specific data and information services	1,240,000	1,355,000	1,355,000
Employer pension contribution	762,510	1,000,000	1,200,000
Staff costs			
Temporary Agents	4,538,358	5,428,322	6,079,903
Contract Agents	967,442	991,629	1,338,701
Seconded National Experts	58,059	59,510	60,998
Overheads	4,596,551	4,736,172	4,886,172
TOTAL FEES	21,067,920	22,060,633	22,910,773

2.3.2. Human resources

Since its establishment, the Agency has been assigned additional tasks with regards to:

- The monitoring of wholesale energy markets in the Union under REMIT;
- The optimal development of trans-European energy infrastructures;
- The implementation of the Network Codes and Guidelines;
- The tasks concerning measures to safeguard the security of gas supply;
- The CEP legislative acts;
- The implementation of the market correction mechanism (MCM);
- The collection and processing of LNG market data;
- The revision of the electricity market design.

In 2021, the European Commission initiated a procedure to increment the level of human resources for the Agency, based on the report of external experts. The identified additional resources relate to ACER's tasks mandated by existing legislation and the increment of 25 new positions for the period 2022-2027 is considered necessary to solve the problem of structural understaffing due to the underestimation of resources needed by ACER to implement provisions adopted in 2009 (Electricity Regulation 714/2009 which is the legal basis for electricity network codes and guidelines, in combination with ACER Regulation 713/2009, which had introduced ACER's arbitration role) and 2011 (REMIT).

Furthermore, the Agency's mandate will expand with the implementation of the updated Gas Directive, adopted in May 2024, which revises the EU natural gas market rules established by the 2009 Gas Directive (2009/73/EC) and Gas Regulation (715/2009). The new Directive introduces a new regulatory framework specifically designed for dedicated hydrogen infrastructure.

The Agency has also received additional staff in the context of the energy emergency package in January 2023, in particular 11 positions in the frame of the implementation of the MCM and the data analysis and reporting related to LNG price assessment and benchmark activity.

At the end of 2023, a new directive has been approved giving the agency a mandate for the revision of the electricity market and adding a total of 11 FTE to the Agency's headcount.

Table 9: Resources allocated to the Agency by the budgetary authority

Staff	2022	2023	2023 Adds by package				2024	2024 Adds by package					2025	2025 Adds by package					
			EC	G A S	L N G	M C M		EC	G A S	L N G	M C M	E M D		EC	G A S	L N G	M C M	E M D	REM REV
ESTABLISHMENT PLAN POSTS			Envisaged staff					Envisaged staff						Envisaged staff					
Administrators (AD)	63	82	4	4	5	6	96	3	3	0	0	8	105	3	1	0	0	0	5
Assistants (AST)	13	13	0	0	0	0	16	0	0	0	0	3	19	0	0	0	0	0	3
Assistants/Secretaries (AST/SC)	0	1	0	1	0	0	2	0	1	0	0	0	6	0	1	0	0	0	3
TOTAL ESTABLISHMENT PLAN POSTS	76	96	4	5	5	6	114	3	4	0	0	11	130	3	2	0	0	0	11
EXTERNAL STAFF			FTEs corresponding to the authorised budget					FTEs corresponding to the authorised budget						Envisaged FTE					
Contract Agents (CA)	37	38	0	1	0	0	43	0	1	0	0	4	45	0	1	0	0	0	1
Seconded National Experts (SNE)	10	10	0	0	0	0	10	0	0	0	0	0	10	0	0	0	0	0	0
TOTAL EXTERNAL STAFF	47	48	0	1	0	0	53	0	1	0	0	4	55	0	1	0	0	0	1
TOTAL STAFF	123	144	4	6	5	6	167	3	5	0	0	15	185	3	3	0	0	0	12
Delta		21					23						18						

Staff	2026	2026 Adds by package						2027	2027 Adds by package					
		EC	G A S	L N G	M C M	E M D	REM REV		EC	G A S	L N G	M C M	E M D	REM REV
ESTABLISHMENT PLAN POSTS		Envisaged staff							Envisaged staff					
Administrators (AD)	114	3	1	0	0	0	5	122	1	2	0	0	0	5
Assistants (AST)	19	0	0	0	0	0	0	19	0	0	0	0	0	
Assistants/Secretaries (AST/SC)	7	0	1	0	0	0	0	8	0	1	0	0	0	
TOTAL ESTABLISHMENT PLAN POSTS	140	3	2	0	0	0	5	149	1	3	0	0	0	5
EXTERNAL STAFF		Envisaged FTE							Envisaged FTE					
Contract Agents (CA)	47	0	0	0	0	0	2	51	0	3	0	0	0	1
Seconded National Experts (SNE)	10	0	0	0	0	0	2	10	0	0	0	0	0	
TOTAL EXTERNAL STAFF	57	0	0	0	0	0	2	61	0	3	0	0	0	1
TOTAL STAFF	197	3	2	0	0	0	7	210	1	6	0	0	0	6
Delta		12						13						

Human resources requested for 2025

The Agency's requests for 2025 are respecting the framework of the Commission's proposal and different legislative packages, as presented in Table 9.

Regarding the resources allocated the Agency's approach is based on the following considerations:

- Have a multi-year perspective and developing a flexible approach for the future years, within the yearly priorities linked to strategy cycle;
- Respect the foreseen balance between REMIT-fee and non REMIT-fee financed positions;
- A future approach based on experience gained over the previous years.

The allocation of new positions against the different activities of the Agency is, at the time of writing this SPD, based on the (draft) proposals and it is indicative. In particular, the EMD, REMIT Revision and Decarbonisation packages have brought 14 new assistants' positions to the Agency, better to reduce the

number of interim staff: the Agency is discussing how best to distribute these resources in light of the new organisational structure of February 2024.

2.4. Strategy for achieving efficiency gains

The Agency remains committed to the continuous improvement of its operational and administrative efficiency. It recognises the need to streamline its structure and internal organisation to become a more modern and agile organisation. The main elements of the strategy for achieving efficiency gains are presented below.

Prioritisation of tasks

As from 2020, the Agency has increased its efforts in identifying priority tasks and reprioritising its actions. The Agency identifies its key priorities and strives to increase its flexibility, by aiming to shift the required internal capacity in terms of financial and human resources functional to fulfil the identified priorities. To ensure an appropriate prioritisation of its activities, and to allocate resources accordingly, the Agency divides its tasks and deliverables according to the following three priority levels.

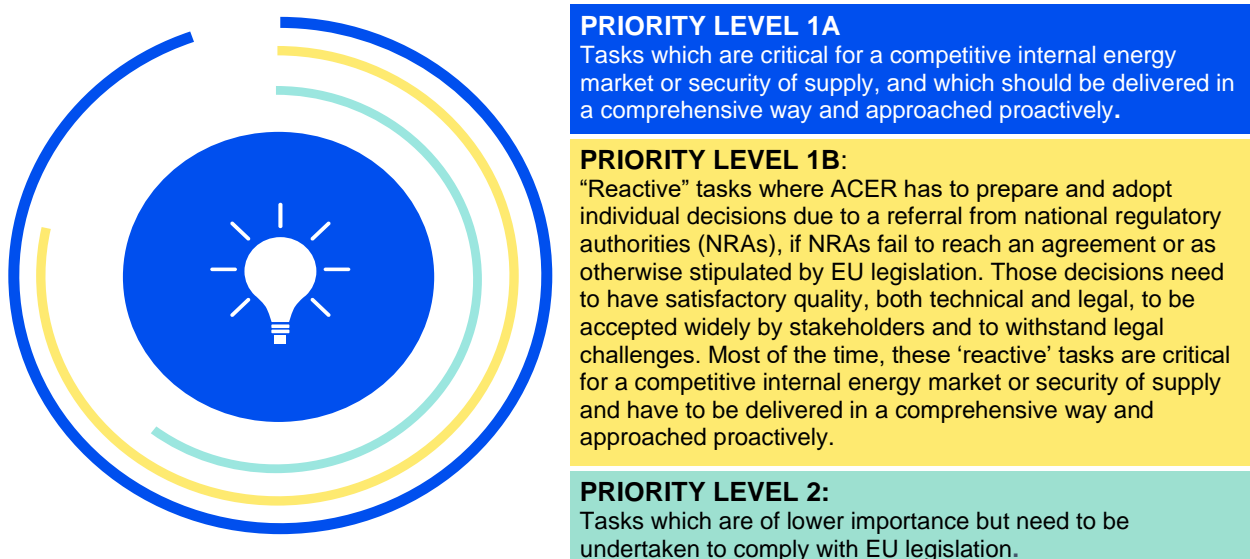


Figure 5: ACER's prioritisation system

Zero-based budgeting

As part of the annual planning exercise, the Agency will continue to scrutinise its costs by applying the zero-line base budgeting, a budgeting process that allocates funding based on program efficiency and necessity rather than budget history.

Adjustments in organisational structure

The Agency is pursuing a culture of continuous improvement and elasticity in the organisational chart, with the implementation of structural changes aimed to increase the cooperation within the teams and departments.

A process for internal mobility is in place since 2021, aiming to assess the needs and the resources on a regular and ad-hoc basis.

Revisions of the organisational chart took place in 2020, 2021, 2022, 2023 and 2024. These included creating and merging teams, creating horizontal clusters, reassigning staff members in the interest of service and allocating additional staff.

Strategic human resources management

The last few years saw the Agency implementing two HR transformational programmes that ensure quality, efficiency and effectiveness of its work. The first one focused on talent management and the second targeted three key strategic areas of human resources management (i.e. design and implementation of Leadership and Expert Pipeline, design of ACER 2.0 business model, revision of job descriptions).

The outlook of the years 2025-2027 will see the Agency developing three priority areas each encompassing a set of key actions, which will be planned, implemented and monitored:

- 1) New ways of working: create a flexible, modern and dynamic working environment;
- 2) Talent acquisition: attract the best talents to fulfil the Agency's objectives;
- 3) Talent development: fostering a high performing and engaging organisation.

For more information, please see point [2.5.4. Human capital](#).

Business process reengineering and digitalisation

ACER is regularly re-assessing, optimising and streamlining its processes. This is done by various means: knowledge sharing and introduction of best practices from other agencies, review, documentation and automation of certain processes, centralisation of certain support functions.

Hybrid work arrangements brought about an ongoing reassessment and readjustment of the Agency's IT needs. It accelerated the digitalisation of internal processes (HR⁷, financial workflows, document management⁸, procurement management⁹, missions management¹⁰), collaboration¹¹ and external interaction¹² (use of online digital tools for exchanges, meetings, among others). In 2024, the ICT Strategy of the Agency was adopted to cover the period 2024 – 2026 and ensure harmonised evolution of ICT tools and services in alignment with the business needs and expectations.

Several tools have been developed to improve efficiency and the use of resources; the tools complement each other and are managed in view of ensuring efficient use of resources (the tools have shortened the processing time, minimised human error and improved transparency).

The Agency will continue to consolidate paperless practices with further automation in administrative processes.

⁷ The Agency uses Sysper, the system used for integrated HRM management, it is also accessible remotely.

⁸ The Agency uses ARES, the document management system in use in the Commission services.

⁹ The Agency uses eProcurement (i.e. ePreparation (PPMT), TED, Funding & Tenders portal and e-Submission portal), and e-Invoicing for invoices under DIGIT contracts.

¹⁰ The Agency uses MIPS, the Commission's missions management system.

¹¹ The Agency uses MS Teams

¹² The Agency uses E-Platform, a website/platform which BoR and AB boards use to enable board members to electronically:

- (via E-Declarations module) annually submit Declaration of Interest, CV and Declaration of Commitment.
- (via E-Voting module) vote on various activities.

The COVID-19 and energy crises and the imperative to reach climate neutrality generated an impetus towards limiting increases to the mission and meeting budgets. A part of this initiative is also replacing, as far as possible, physical meetings by virtual ones and online collaboration tools, taking due consideration of the added value of face-to-face discussions and exchanges.

The Agency will continue pursuing its environmental agenda and develop knowledge and experience in environmental management, to improve its environmental performance. This has already led to efficiencies and savings (e.g. the no print policy for ACER publications, which led to reductions in the operational costs of printing and storing).

Harnessing external synergies

The Agency's mandate in the energy field is unique and does not overlap with those of other agencies. In areas in which similar activities exist, for example concerning the monitoring of the financial markets, the Agency cooperates with ESMA in exchanging best practices.

Agency representatives take part in all the meetings and initiatives of EUAN (e.g. Heads of Agencies, Heads of Resources, Heads of HR, Performance Development Network, Greening, NAPO, etc.) and Auditnet, both with the aim of exchanging good practices and improving efficiency. Furthermore:

- In the field of Human Resources, the Agency is very active in liaising with other EU institutions and EU agencies, better to streamline its process for selection, recruitment, appraisal and retention of staff.
- In the field of ICT, the Agency is participating in the ICTAC network where practices and examples of others are exchanged.
- The annual meetings of the accountants network to which the Agency regularly participates, are used to share best accounting practices within the network in order to ensure the harmonisation of the accounts across agencies.

ACER coordinates activities with other agencies (i.e., joining joint procurement procedures) where services/supplies are not limited by borders, and still result in increased efficiency and cost saving. In this respect ACER for the past few years joined, and is still joining when such opportunities arise, procurement procedures with EUROPOL, ECHA, EEA, EUSA, EUIPO, Publication Office. ACER also joins procurement procedures organised by the Commission Services (i.e., DIGIT).

In line with the call for agencies to promote the use of shared services, the Agency will keep on seeking efficiency gains through sharing services with other agencies and/or the Commission.

2.5. Negative priorities/decrease of existing tasks

Due to the limited resources available to the Agency, the Agency has had to deprioritise a number of activities. Each operational task listed in the Work programme 2025 is classified according to the prioritisation system, as defined in point 2.4.

**SECTION III:
WORK PROGRAMME 2025**



1. Executive summary

The **overall structure** of the multi-annual programme is mirrored in this annual work programme. While the multi-annual programme outlines the main developments and direction foreseen under each strategic goal, the annual work programme details the concrete tasks that the Agency plans to undertake in 2025 to achieve its annual objectives and deliver on its multi-annual programme.

The annual work programme is divided into four **operational Strategic action areas (SAAs)**:

- **Policy development and regulatory cooperation;**
- **Issuing agency acts;**
- **Monitoring, modelling and transparency;**
- **Regulatory oversight.**

The SAAs' annual objectives are presented in tabular form for clarity and easier reporting. Each objective includes expected results, main tasks, outputs, and performance indicators with targets to track progress. These are monitored throughout the year and assessed in the Consolidated Annual Activity Report (CAAR).

ACER will also carry out cross-departmental work to assess how these SAAs match the priorities of the upcoming European Commission, to ensure that ACER's work supports an efficient and robust EU energy policy to ensure affordable prices to consumers and businesses.

The annual work programme also provides information on the following **horizontal SAAs**:

- **Strategy, governance and stakeholder management;**
- **Risk, compliance, remediation and resiliency;**
- **Business capabilities;**
- **Human capital;**
- **Financial resources;**
- **IT;**
- **Security;**
- **Assets and services.**

The performance indicators defined for these areas enhance regular monitoring of the Agency's performance and implementation of the annual work programme and strengthen the contribution to the building blocks of assurance. Moreover, they contribute to an effective assessment of results achieved against objectives and the Administrative Board's assessment of the CAAR which in turn feeds into the work of the discharge authority for the Agency.

Regarding the allocation of resources¹³ against the different activities, the Agency follows the methodology for Agencies job screening, in accordance with Article 29(3) of the Framework Financial Regulation¹⁴. The FTE allocation includes staff working on the specific deliverables described in the

¹³ FTE of Temporary Staff, Contract Agents and SNEs

¹⁴ Each job is identified according to a screening 'type': the three screening types describe the general role of a job: administrative support and coordination, neutral or operational. Most jobs fulfil an operational role, i.e., serving frontline activities (more or less directly serving the European citizen). The administrative support and coordination jobs are the enablers of the operational jobs and are performed by HR, part of ICT, logistics, etc. Financial management, procurement and control at Agency level and on-the-spot audit are treated as neutral.

Work programme 2025, as well as a proportional allocation of staff in horizontal activities classified as 'operational' according to the above methodology.

It is important to note that while fee-funded FTEs primarily work on REMIT activities, a portion of their time is inevitably dedicated to related supporting activities (e.g. staffing and procurement for REMIT activities).

2. Strategic action areas (SAAs)

2.1. Regulatory cooperation and policy development (SAA.OP.01)

Description and added value

The *Regulatory Cooperation and Policy Development* activity represents a structured approach to enhancing the regulatory framework across the EU energy sector, focusing on policy development, regulatory cross-border cooperation, and promoting regulatory convergence. This activity aims to support national regulatory authorities (NRAs) in the effective implementation of key EU energy policies, ensuring consistent application and alignment of rules across the EU.

The added value lies in fostering a common regulatory culture, improving market integrity and transparency, and facilitating collaboration among regulatory bodies to avoid regulatory arbitrage. By advancing coordinated approaches to policy, ACER contributes to a robust and adaptable regulatory landscape that accommodates emerging challenges in energy markets.

Main challenges in 2025

In 2025, main challenges include ensuring consistent application of regulations across diverse regulatory environments, whether in the context of REMIT or other significant EU energy policies. Strengthening collaboration with various stakeholders, including ESMA, financial market authorities, and energy policy bodies, will be crucial for achieving coordinated regulatory practices. Additionally, maintaining up-to-date guidance and responding effectively to evolving market conditions and stakeholder inquiries will require ongoing resources and adaptability.

Link to multi-annual objectives and legal basis

This activity supports all ACER's multi-annual objectives. It is grounded in the ACER Regulation (EU) 2019/942 and relevant EU legislation governing REMIT and other related regulations. By advancing these objectives, ACER reinforces its role as a pivotal player in the EU energy market, contributing to the overall integrity and efficiency of the sector.

Table 10: Total resources allocated to the SAA.OP.01 Policy development and regulatory cooperation

Human resources (FTEs)	Financial resources (EUR)
18.8 (5.1 subsidy-funded; 13.8 fee-funded)	Subsidy 1,011,318 EUR; Fees 4,549,879 EUR

2.1.1. Regulatory cross-border cooperation (SAA.OP.01.01)

Table 11: SAA.OP.01.01 annual objective 1

Objective 1: Promote regulatory cooperation		
Expected results	<ul style="list-style-type: none"> Building a common regulatory culture among NRAs to promote the sound, efficient, and consistent exercise of their regulatory tasks under REMIT at Union level. Regulatory cooperation for a coordinated approach towards an increased integrity and transparency of wholesale energy markets. Fostering regulatory convergence and to avoid regulatory arbitrage resulting from different regulatory practices under REMIT. 	
Main tasks/processes	<ul style="list-style-type: none"> Assist NRAs in exercising, at Union level, their regulatory tasks under REMIT performed in the Member States (priority level 1A). Policy cooperation with NRAs and, where necessary, their coordination to aim at ensuring the coordinated and consistent application of REMIT (priority level 1A). Policy cooperation with ESMA, competent national financial market authorities and other authorities at Union level, supervisory authorities, international organisations and the administrations of third countries to promote the harmonisation of the regulatory framework (priority level 1B). 	
Main outputs	<ul style="list-style-type: none"> Centralised European Register of Energy Market Participants (CEREMP) for NRAs' national registers of market participants ACER Guidance to NRAs on the application of REMIT Coordination of stakeholder queries with NRAs Updated REMIT Q&A documents Potential coordinated policy documents Additional Memoranda of Understanding (MoUs) Exchange of information and/or meetings on the basis of existing MoUs. 	
Indicators	Target	Means and frequency of verification
% Availability of the publicly made available parts of the European register of market participants on the Agency's REMIT portal	99%	Monthly performance monitoring
% availability of the provided IT solutions to NRAs	99%	Monthly performance monitoring
% planned vs. delivered projects	90%	Monthly performance monitoring
Update of REMIT Q&A	≥1	Monthly performance monitoring
Regular meetings with the relevant authorities	≥ 1 meeting per cooperating authority	Monthly performance monitoring
FTE		3.8

Table 12: SAA.OP.01.01 annual objective 2

Objective 2: Ensure cooperation between relevant public authorities including ESMA, competent national financial market authorities, supervisory authorities, and the administrations of third countries	
Expected results	<ul style="list-style-type: none"> Increased integrity and transparency of wholesale energy markets. Ensuring that REMIT, Market Abuse Regulation - MAR and other related regulations/legislations are applied in a coordinated way by the concerned relevant authorities. Ensuring a consistent approach is the application of REMIT and MAR provisions.
Main tasks/processes	<ul style="list-style-type: none"> Ensure cooperation between public authorities dealing with related matters including cases (priority level 1A). At least two meetings per year at technical level with ESMA staff ETEF meeting once per year of substantial topics with NCAs, NRAs and ESMA Sending notifications to ESMA, competent national financial market authorities, other supervisory authorities, international organisations, and the administrations of third countries.

	<ul style="list-style-type: none"> The cooperation with DG COMP, EUROFISC, competent tax authorities, and other relevant authorities aims at ensuring that REMIT and other related regulations/legislations are applied in a coordinated way by the concerned relevant authorities. Also, to ensure a coordinated and consistent approach in the application of REMIT and other regulated regulations/legislations (priority level 2). 	
Main outputs	<ul style="list-style-type: none"> Notifications to ESMA, competent national financial market authorities, other supervisory authorities, international organisations, and the administrations of third countries Records pertaining to coordination meetings with ESMA, competent national financial market authorities, other supervisory authorities, international organisations, and the administrations of third countries. Notifications to DG COMP, EUROFISC, competent tax authorities, international organisations and the administrations of third countries; Coordination meetings with DG COMP, EUROFISC, competent tax authorities, international organisations, and the administrations of third countries. 	
Indicators	Target	Means and frequency of verification
Number of large scale non-statutory meetings (ESMA, financial authorities, PPATs/OMPs, other entities)	2/year	CAAR, Annual
FTE		5.8

2.1.2. Promote regulatory convergence (SAA.OP.01.02)

Table 13: SAA.OP.01.02 annual objective 1

Objective 1: Contribute to a coordinated, consistent and robust REMIT data reporting framework	
Expected results	<ul style="list-style-type: none"> Promote supervisory convergence in the area of data reporting, in close co-ordination with NRAs. Collecting, handling, processing and analysing of REMIT information collected according to Article 8 of REMIT.
Main tasks/processes	<ul style="list-style-type: none"> Continue to contribute to a coordinated, consistent and robust REMIT regulatory framework for the purpose of market monitoring and promote supervisory convergence in the area of data reporting (priority level 1A). Enable reporting parties to report data pursuant to Article 8 of REMIT in an efficient, effective and safe manner to the Agency (priority level 1A). Engage and co-operate with relevant stakeholders as required (priority level 1A). Publicly report about its activities under REMIT at least on an annual basis (priority level 1A).
Main outputs	<ul style="list-style-type: none"> Contribution to and implementation of the revision of the REMIT legal framework Potential recommendations to the Commission to revise the REMIT reporting regime Potential recommendations to the Commission as regards market rules, standards, and procedures which could improve market integrity and the functioning of the internal market Coordination of potential breaches of Articles 8 and 9 of REMIT with NRAs Joint ACER-NRA projects on collecting, handling, processing and analysing of information Review of the Transaction Reporting User Manual as required Review of the Manual of Procedures on transaction and fundamental data reporting, as required Review of the Requirements for Registered Reporting Parties, as required Provision of additional FAQs on data collection, as required Published and regularly updated list of organised market places Published and regularly updated list of standard contracts Contribution to the Agency's Annual Activity Report Contribution to the Agency's Market Monitoring Report Publication of the REMIT Quarterly reports REMIT Portal Public consultations Targeted consultations of relevant parties

	<ul style="list-style-type: none"> Stakeholder roundtable meetings and webinars Ad-hoc expert groups meetings REMIT Forum 	
Indicators	Target	Means and frequency of verification
Number of relevant coordination meetings with NRAs	8	Monthly performance monitoring
Update of TRUM as key achievement	≥1	Monthly performance monitoring
Update of FAQs on data collection	≥1	Monthly performance monitoring
Update of MoP on data collection as required	As required	Monthly performance monitoring
Update of the RRM requirements	As required	Monthly performance monitoring
Updates of the List of OMPs	4	Monthly performance monitoring
Updates of the List of Standard Contracts	4	Monthly performance monitoring
Percentage of REMIT stakeholder queries on REMIT data collection answered	90%	Monthly performance monitoring
% of general REMIT stakeholder queries coordinates with NRAs, if needed, and answered	90%	Monthly performance monitoring
% planned vs. delivered projects	Yoy improvement	Monthly performance monitoring
Publication of REMIT Quarterly	4	Monthly performance monitoring
FTE		0.2

2.1.3. Collect, analyse and share data (SAA.OP.01.03)

2.1.3.1. Energy market data and information management

Data and information that the Agency collects, manages and provides to the users is a key enabler to success, supporting the drive to be a forward-looking and data-driven EU Agency that operates efficiently. Good quality data and information, handled well and available quickly allows the Agency to gain deeper insight into the subject matter and to be more efficient at identifying and tackling risks.

The Agency shall continue to implement technical and organisational requirements to ensure data excellence. The activities related to data and information management will continue to provide both internal and external customers with services related to data collection, data quality, and data management in the field of electricity and gas markets. Data collection and data management for the Electricity and Infrastructure, gas and retail departments is a general task and an enabler for providing ACER with the information necessary for the purpose of carrying out Agency's tasks under Regulation (EU) 2019/942. The Agency's tasks in the field of data and information management will continue to be financed by the Union budget and/or other funding sources made available.¹⁵

Table 14: SAA.OP.01.03 annual objective 1

Objective 1: Data excellence: Information management for the electricity and gas departments	
Expected results	<ul style="list-style-type: none"> Data collection and data management, including making information available to support the Agency's mandate.
Main tasks/processes	<ul style="list-style-type: none"> Information management for ACER departments (priority level 1A). Real-time LNG market data collection for the purpose of the assessments (priority level 1A).

¹⁵ The presented objective in the field of Data excellence related to data collection, data quality and data management outside the scope of REMIT are not considered as being covered by Article 32(1)(b) of Regulation (EU) 2019/942 pursuant to which fees shall be due to ACER for its services related to collecting, handling, processing and analysing of information reported by market participants or by entities reporting on their behalf pursuant to Article 8 of REMIT.

Main outputs	<ul style="list-style-type: none"> • Implementation of the ACER data strategy • Implementation of ACER data governance and policies • Develop new data marts and make information and tools available • Implement ACER information security policy for business IT systems and data 	
Indicators	Target	Means and frequency of verification
% delivered vs. planned actions from the ACER data strategy	90%	Monthly performance monitoring
% delivered vs. planned actions for implementation of Data governance and policies	90%	Monthly performance monitoring
FTE		1.8

2.1.3.2. Data analysis and dissemination

Table 15: SAA.OP.01.03 annual objective 2

Objective 2: Data analysis and dissemination		
Expected results	<ul style="list-style-type: none"> • Assure data quality, integrity, transparency and usability of information. • Collecting, handling, processing and analysing of information collected according to Article 8 of REMIT. 	
Main tasks/processes	<ul style="list-style-type: none"> • Perform market data analysis in order to assure data quality, integrity and usability in close co-ordination with NRAs (priority level 1A). • Make available REMIT data for scientific and transparency purposes (priority level 2). 	
Main outputs	<ul style="list-style-type: none"> • Contribution to and implementation of the revision of the REMIT legal framework • Data processes to support market monitoring and data analysis • Ongoing data analysis projects/reports • Assess the operation and transparency of different categories of market places and ways of trading and, if necessary, make recommendations to the Commission as regards market rules, standards, and procedures which could improve market integrity and the functioning of the internal market • Report on the evaluation whether any minimum requirements for organised markets could contribute to enhanced market transparency • Making available of REMIT data sets to researchers from universities and research institutes for scientific purposes • Making publicly available parts of the information the Agency possesses, provided that commercially sensitive information on individual market participants or individual transactions or individual market places is not disclosed and cannot be inferred 	
Indicators	Target	Means and frequency of verification
% planned vs. delivered actions of the REMIT data strategy	90%	Monthly performance monitoring
% planned vs. delivered data projects	90%	Monthly performance monitoring
Integrity of information	95%	Monthly performance monitoring
Consistency of information	95%	Monthly performance monitoring
Contribution to ACER publications using REMIT market data	≥ 1	Monthly performance monitoring
Engagement in scientific data sharing project	≥ 1	Monthly performance monitoring
Publication of ACER's assessment of the operation and transparency of different categories of market places and ways of trading and evaluation whether any minimum requirements for organised markets could contribute to enhanced market transparency	≥ 1	Monthly performance monitoring
FTE		4.3

2.1.3.3. Data collection, data management and data sharing

Table 16: SAA.OP.01.03 annual objective 3

Objective 3: Data collection, data management and data sharing		
Expected results	<ul style="list-style-type: none"> • Increase integrity and transparency in wholesale energy markets. • Collecting, handling, processing and analysing of information collected according to Article 8 of REMIT. 	
Main tasks/processes	<ul style="list-style-type: none"> • Collect information reported by reporting parties in an efficient, effective and safe manner (priority level 1A). • Provide high-quality REMIT data for monitoring purposes of ACER, NRAs and other relevant authorities (priority level 1A). • Operate the Agency's REMIT Information Systems operationally reliable (priority level 1A). 	
Main outputs	<ul style="list-style-type: none"> • Contribution to and implementation of the revision of the REMIT legal framework • Continuous management of records of wholesale energy market transactions, including orders to trade, derivatives, fundamental data and inside information collected • Provision of REMIT information services to internal ACER users, NRAs and reporting parties • Projects to enhance data collection, data processing and data sharing • Sharing of relevant REMIT data with NRAs through ARIS on an ongoing basis and with other authorities on an ad hoc basis • Maintenance and continuous operations of the Agency's REMIT Information Systems • Enhancements of the Agency's REMIT Information Systems, or components thereof • Application and IT service management • Identify sources of operational risk and minimise them through the development of appropriate systems, controls and procedures 	
Indicators	Target	Means and frequency of verification
% Service availability of data collection, data management and data sharing services	99%	Monthly performance monitoring
% planned vs. delivered projects	90%	Monthly performance monitoring
FTE		3.0

2.2. Issuing Agency acts (SAA.OP.02)

Description and added value

The *Issuing Agency Acts* activity plays a crucial role in shaping the regulatory landscape of the EU energy market by issuing decisions, opinions, and recommendations. This activity is designed to ensure a more efficient and secure internal electricity market and to facilitate the appropriate development of energy infrastructure while addressing critical cross-border issues. The issuance of Agency acts directly contributes to harmonizing rules across the EU, enhancing market transparency, and fostering cooperation among Member States and stakeholders.

Main challenges in 2025

The expected value added through this activity includes the establishment of clear and harmonized regulatory frameworks that support efficient investments in energy infrastructure, bolster security of supply, promote regulatory oversight and timely implementation of binding provisions. By proactively engaging with stakeholders and ensuring their involvement in the decision-making process, ACER strengthens its role as a facilitator of cooperation and alignment within the EU energy sector.

[Link to multi-annual objectives and legal basis](#)

In 2025, ACER faces several challenges, including the need to navigate complex regulatory landscapes, align with evolving market dynamics, and ensure timely delivery of Agency acts. Additionally, the integration of new regulatory requirements stemming from the Hydrogen and Decarbonised Gas Market Package, along with the coordination of diverse stakeholder interests, will require meticulous planning and effective communication strategies.

This activity is integral to ACER's multi-annual objectives *Facilitate the completion of the internal energy market and the monitor its functioning* and *Tackle challenges in infrastructure, flexibility needs and security of supply*. It is anchored in the ACER Regulation (EU) 2019/942 and relevant EU legislation governing electricity and gas markets. Through the issuance of agency acts, ACER not only adheres to legal obligations but also fosters a collaborative environment conducive to achieving long-term energy policy goals across the EU.

Table 17: Total resources allocated to the SAA.OP.02 Issuing Agency acts

Human resources (FTEs)	Financial resources (EUR)
33.2 (32.9 subsidy-funded; 0.3 fee-funded)	Subsidy 6,523,992 EUR; Fees 98,910 EUR

2.2.1. Issue Agency decisions (SAA.OP.02.01)

Table 18: SAA.OP.02.01 annual objective 1

Objective 1: Issue EU-wide and regional decisions for a harmonized internal electricity market		
Expected results	A more efficient and secure internal electricity market with harmonised European-wide rules.	
Main tasks/ processes	<ul style="list-style-type: none"> Issue decisions with an EU-wide scope (such as amendments to European-wide terms and conditions or methodologies or amendments to the European-wide decisions stemming from the EU Regulation directly) (priority level 1A). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and formally consulted in case of decisions.</i> Assist NRAs for the approval of amended regional-wide terms and conditions or methodologies developed by Transmission System Operators (TSOs), nominated electricity market operators (NEMOs) or other entities, pursuant to the adopted Network Codes and Guidelines. Issue decisions on these regional terms and conditions or methodologies in case NRAs fail to agree or upon their joint request (priority level 1B). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and formally consulted in case of decisions.</i> 	
Main outputs	<ul style="list-style-type: none"> (If/when required) Decisions on amended regional-wide terms and conditions or methodologies Decisions with an EU-wide scope 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		5.2

Table 19: SAA.OP.02.01 annual objective 2

Objective 2: Issue decisions on investment requests under the Trans-European Energy Networks Regulation		
Expected results	Ensuring an appropriate development framework that promotes efficient investments, engages stakeholders and addresses critical cross-border issues.	
Main tasks/processes	<ul style="list-style-type: none"> Issue decisions¹⁶ on investment requests including on cross-border cost allocation under Article 16 of Regulation (EU) 2022/869 ('TEN-E') (priority level 1B). <i>The Electricity or Gas Working Group, as relevant, will be informed about these activities.</i> 	
Main outputs	<ul style="list-style-type: none"> Decisions on investment requests on cross-border cost allocation 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		0.2

Table 20: SAA.OP.02.01 annual objective 3

Objective 3: Issue decisions to safeguard security of gas and electricity supply under the relevant regulations		
Expected results	Ensuring gas security of supply in crisis and energy transition Ensuring high-quality assessments for decision-making on adequacy-related measures.	
Main tasks/processes	<ul style="list-style-type: none"> Issue decisions covering the cross-border cost allocation in line with Article 5(7) of the Regulation the Regulation (EU) 2017/1938¹⁷, if the Commission decision pursuant to point 10 of Annex III to the SoS Regulation requires bi-directional capacity (priority level 1B). <i>The Gas Working Group will be regularly informed and consulted on the activity.</i> (NEW) Issue decision on the Amendment of the European Resource Adequacy Assessment (ERAA) Methodology - expected in line with the ongoing discussions in the framework of the market design reform, where streamlining the ERAA methodology may be required (priority level 1A). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and formally consulted on decisions.</i> Issue decision on the approval of the annual ENTSO-E's European Resource Adequacy Assessment (priority level 1A). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be formally consulted on decisions.</i> 	
Main outputs	<ul style="list-style-type: none"> Decisions on bi-directional capacities Decision on the Amendment of the European Resource Adequacy Assessment (ERAA) Methodology Decision on the approval of the annual ENTSO-E's European Resource Adequacy Assessment 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		3.0

¹⁶ In case national regulatory authorities disagree on the investment request and the cross-border cost allocation (CBCA), the Agency shall take the decision.

¹⁷ The tasks assigned to ACER under the Regulation for measures to safeguard the security of gas supply refer to participation in the Gas Coordination Group and to the establishment of permanent bi-directional capacity at interconnection points.

Table 21: SAA.OP.02.01 annual objective 4

Objective 4: Issue a decision on an EU-wide methodology to assess flexibility needs at European level		
Expected results	Consistently assess the flexibility needs to support the deployment of renewables, and ultimately to decide on the need for measures to foster non-fossil flexible resources in electricity systems.	
Main tasks/processes	<ul style="list-style-type: none"> (NEW) Issue decision on ENTSO-E and EU DSO's proposal on the methodology to assess the needs for flexibility in electricity systems (priority level 1A). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be formally consulted on decisions.</i> 	
Main outputs	<ul style="list-style-type: none"> Decision on ENTSO-E and EU DSO's proposal on the methodology to assess the needs for flexibility in electricity systems 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		2.5

2.2.2. Issue Agency opinions (SAA.OP.02.02)

Table 22: SAA.OP.02.02 annual objective 1

Objective 1: Issue opinions to ensure the compliance of ENTSOs and the EU DSO Entity with their statutory tasks, and to oversee the cooperation among system operators.	
Expected results	<p>Ensuring that ENTSOs and the EU DSO Entity deliver their statutory tasks in compliance with the Regulation</p> <p>Ensuring an effective cooperation of system operators via regulatory oversight</p>
Main tasks/processes	<ul style="list-style-type: none"> May issue opinion(s) on ENTSO-E's and ENTSO-G's annual work programme and annual activity report (priority level 2). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity and Gas Working Group will be formally consulted.</i> Monitor the execution of tasks of EU DSO entity. ACER may provide an opinion on the entity of distribution system operators in the Union (EU DSO entity) on the annual work programme and other relevant documents and can issue decisions for DSOs to provide relevant information necessary for carrying out monitoring (priority level 2). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity Working Group will be formally consulted on opinions and decisions and will be regularly involved and consulted on the monitoring activity</i> Issue opinion on ENTSO-E's and ENTSO-G's research and development activities (priority level 2). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity and Gas Working Group will be formally consulted, in case ACER decides to issue a formal Opinion.</i> Issue opinion on ENTSO's recommendations relating to the coordination of technical cooperation between Union and third-country transmission system operators (priority level 2). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity and Gas Working Group will be formally consulted, in case ACER decides to issue a formal Opinion.</i> Issue opinion on ENTSG's common network operation tools including a common incidents classification scale (priority level 2). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Gas Working Group will be formally consulted, in case ACER decides to issue a formal Opinion.</i>

• Main outputs	<ul style="list-style-type: none"> Opinions on SOs work programmes, and statutory activities Opinions on common network operation tools and ENTSOG's research and development plan and technical cooperation 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		1.4

Table 23: SAA.OP.02.02 annual objective 2

Objective 2:	Ensure adequate oversight of EU-level network development and ensure a solid implementation of the Trans-European Energy Networks Regulation
Expected results	Ensuring an appropriate development framework that promotes efficient investments, engages stakeholders and addresses critical cross-border issues.
Main tasks/ processes	<ul style="list-style-type: none"> Issue opinion on the ENTSO-E electricity Union-wide TYNDP (priority level 1A). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity Working Group will be formally consulted in case of recommendation and will be regularly informed and consulted on the monitoring activity.</i> Issue opinion on the electricity national TYNDPs to assess their consistency with the Union-wide network development plan and (if appropriate) recommendations to amend the national TYNDPs or the Union-wide network development plan (priority level 1A). <i>The Electricity Working Group will be regularly informed and consulted on the activity.</i> Issue opinion on the implementation of the Union-wide electricity infrastructure TYNDP and investments to create new interconnector capacity (priority level 2). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity Working Group will be formally consulted.</i> Issue opinion on the ENTSOG and ENTSO-E draft Infrastructure Gaps Identification reports for the respective TYNDPs 2024, in case their submission is delayed (priority level 1A). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity or Gas Working Group, as relevant, will be formally consulted.</i> Issue opinion on ENTSOG draft TYNDP (priority level 1A). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Gas Working Group will be formally consulted.</i> Publish the unit investment cost indicators for the energy infrastructure categories set out in points (4) and (5) of Annex II of Regulation (EU) 2022/869 (priority level 1A), the Gas Working Group will be formally consulted. Issue opinion on ENTSOG and ENNOH's TYNDP (priority level 1A). Issue opinion on ENTSO-E's and/or ENTSOG's methodologies for cost-benefit analysis, if updated (priority level 1A). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity and Gas Working Group will be formally consulted.</i> Issue opinion on ENTSO-E and ENTSOG joint consistent and progressively integrated model for electricity, gas and hydrogen transmission infrastructure (priority level 1A). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity and Gas Working Group will be formally consulted.</i> Issue opinion on network development Scenarios and their compliance with Scenario Guidelines (priority level 1A). <i>According to Article 12 of Regulation (EU) 2022/869. Electricity and Gas Working Group will be formally consulted.</i> Issue opinions on draft PCI lists (electricity and hydrogen) according to the Regulation (EU) 2022/869, Annex II, section 2 (14) (priority level 1A). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity and Gas Working Group will be formally consulted.</i> Publish monitoring report for the projects on the Union list according to the Regulation (EU) 2022/869, Article 5 (priority level 1A). <i>The Electricity or Gas Working Group, as relevant, will be informed about these activities.</i>

	<ul style="list-style-type: none"> Issue ACER Recommendation on Cross-border cost allocation¹⁸. In 2025 ACER might further update its recommendations published in 2023 (priority level 2). <i>Electricity and Gas Working Group will be formally consulted.</i> 	
Main outputs	<ul style="list-style-type: none"> Opinions on ENTSO-E's and/or ENTSOG's methodologies for cost-benefit analysis, integrated model for electricity, gas and hydrogen transmission infrastructure, Scenarios and their compliance with Scenario Guidelines, draft PCI lists (electricity and hydrogen) Publication of Unit Investment Cost indicators, Note: subject to the existence of relevant projects Monitoring Report for the projects on the Union list Recommendation on Cross-border cost allocation based on Article 16(11) of TEN-E Opinion on the methodological aspects of the ENTSO-E draft TYNDP Opinion on electricity projects in the ENTSO-E draft TYNDP and in the National Development Plans Opinion on the ENTSOG and ENTSO-E draft Infrastructure Gaps Identification reports for the respective TYNDPs Opinion on ENTSOG draft TYNDP Opinion on ENNOH's TYNDP 2026. 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		5.0

Table 24: SAA.OP.02.02 annual objective 3

Objective 5: Issue opinions aiming at safeguard the security of gas and electricity supply		
Expected results	Ensuring gas security of supply in crisis and energy transition Ensuring high-quality assessments for decision-making on adequacy-related measures.	
Main tasks/processes	<ul style="list-style-type: none"> Issue opinions on the elements of the coordinated decision taken by the competent authorities under Annex III, point 6, taking into account any possible objection (priority level 2). <i>The Gas Working Group will be regularly informed and consulted on the activity.</i> Issue opinions on National Resource Adequacy Assessments in case of divergences with the ERAA (priority level 1A). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and formally consulted on opinions.</i> Issue opinions on Gas and Electricity Seasonal Adequacy Assessments (priority level 1A for gas and 2 for electricity). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be formally consulted.</i> 	
Main outputs	<ul style="list-style-type: none"> Opinions on National Resource Adequacy Assessments in case of divergences with the ERAA Opinions on Gas and Electricity Seasonal Adequacy Assessments 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		1.3

¹⁸ According to Article 16(11) of Regulation (EU) 2022/689, identifying good practices for the treatment of investment requests for projects of common interest.

2.2.3. Issue Agency recommendations (SAA.OP.02.03)

Table 25: SAA.OP.02.03 annual objective 1

Objective 1: Ensure a robust and timely implementation of the Network Codes and Guidelines		
Expected results	A more efficient and secure internal electricity market with harmonised European-wide rules.	
Main tasks/processes	<ul style="list-style-type: none"> Issuing a recommendation to the European Commission to improve the enforcement framework, including incentives to speed up the implementation of legally binding provisions. <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved.</i> 	
Main outputs	a recommendation to the European Commission to improve the enforcement framework, including incentives to speed up the implementation of legally binding provisions	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		1.4

Table 26: SAA.OP.02.03 annual objective 2

Objective 2: Issue recommendations to NRAs on which barriers to distributed energy sources to tackle first		
Expected results	A more efficient and secure internal electricity market with more flexibility sources.	
Main tasks/processes	<ul style="list-style-type: none"> Issuing a recommendation to NRAs on how they can best achieve their commitments to remove barriers to the participation of and access to distributed energy sources (demand response, storage, distributed generation). <i>This includes own NRA actions or actions expected from TSOs or Member States.</i> <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and the Board of Regulators will need to give a favourable opinion.</i> 	
Main outputs	<ul style="list-style-type: none"> A recommendation to NRAs to point out which actions should be considered as no-regret measures to remove barriers to distributed energy sources 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		0.3

Table 27: SAA.OP.02.03 annual objective 3

Objective 3: Issue recommendations to NRAs on how to report on barriers to non-fossil flexibility		
Expected results	A more efficient and secure internal electricity market with harmonised European-wide monitoring.	
Main tasks/processes	<ul style="list-style-type: none"> Issuing a recommendation to NRAs on how they can best report (to ACER) on the barriers for non-fossil flexibility. <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and the Board of Regulators will need to give a favourable opinion</i> 	
Main outputs	<ul style="list-style-type: none"> A recommendation to the European Commission to improve the enforcement framework, including incentives to speed up the implementation of legally binding provisions 	

Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		2.0

Table 28: SAA.OP.02.03 annual objective 4

Objective 4: Issue recommendations on inter-temporal cost allocation for the initial hydrogen network development cost		
Expected results	Recommendations on the methodologies for setting the inter-temporal cost allocation.	
Main tasks/processes	<ul style="list-style-type: none"> Review the assessment of costs and risks relevant to these methodologies and improve them <i>According to Article 24(2) of Regulation 2019/942, the Gas Working Group will be regularly involved and the Board of Regulators will need to give a favourable opinion</i> 	
Main outputs	<ul style="list-style-type: none"> A recommendation to operators or NRAs to improve the national methodologies 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		0.1

2.2.4. Develop and revise Guidelines & Network Codes (SAA.OP.02.04)

Table 29: SAA.OP.02.04 annual objective 1

Objective 1: Facilitate amendments to existing Network Codes and Guidelines and development of new Network Codes or Guidelines for the electricity market		
Expected results	A more efficient and secure internal electricity market with harmonised European-wide rules.	
Main tasks/processes	<ul style="list-style-type: none"> Amendment of Commission Regulation (EU) 2016/1719 of 26 September 2016 establishing a guideline on forward capacity allocation. When necessary, support the European Commission during the comitology process (priority level 1A). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved.</i> Issuing a recommendation to the European Commission to amend Commission Regulation (EU) 2017/1485 of 2 August 2017 establishing a guideline on electricity transmission system operation including a consultation process with all stakeholders. When necessary, supporting the European Commission during the comitology process (priority level 1A). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and formally consulted in case of recommendations.</i> Issuing a recommendation to the European Commission to amend Commission Regulation (EU) 2017/2195 of 23 November 2017 establishing a guideline on electricity balancing (Electricity Balancing Regulation), including a consultation process with all stakeholders. When necessary, supporting the European Commission during the comitology process (priority level 1A). <i>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and formally consulted in case of recommendations.</i> 	
Main outputs	<ul style="list-style-type: none"> A recommendation to the European Commission to amend Commission Regulation (EU) 2017/1485 of 2 August 2017 establishing a guideline on electricity transmission system operation and Commission Regulation (EU) 2017/2195 of 23 November 2017 establishing a guideline on electricity balancing. 	

Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		6.5

Table 30: SAA.OP.02.04 annual objective 2

Objective 2:	Facilitate amendments of existing and development of new Network Codes and Guidelines for the gas and hydrogen markets	
Expected results	Ensuring the functioning of gas markets and the establishment of hydrogen markets via harmonised European-wide rules.	
Main tasks/ processes	<ul style="list-style-type: none"> • With the adoption of the Hydrogen and gas markets decarbonisation package by May 2024, the Agency will be tasked with new activities related to decarbonised gases and hydrogen, connected to the setting up of a dedicated legal framework (priority level 1A). • On gas, the existing network codes will need to be amended to take stock of the newly adopted package also taking account of previous stakeholder requests (priority level 1A). • On gas decarbonisation, works will be carried out in relation to the regulatory needs marked by gas TSO efficiency benchmarking and cost-allocation of assets ultimately connecting to setting non-discriminatory tariffs in a decarbonising gas and an emerging hydrogen system (priority level 1A). • Review the statutes (e.g. ENNOH) of the new entities established by the new legislative framework (priority level 1A). • Continuing the work with stakeholders on implementation issues through the Joint Functionality Platform, reviewing the scope of the platform in line with the revised legislative environment (priority level 1B). • Additional works studying regulatory instruments related to repurposing, decommissioning and reinvestments may be carried out to inform the duties listed above (priority level 2). <i>The Gas Working Group will be involved in these activities, seeking to cooperatively decide on relevant aspects.</i> 	
Main outputs	<ul style="list-style-type: none"> • ACER will be leading the network code amendment process, starting with the Network Code on Capacity Allocation Mechanisms. The final ACER output will be a draft legal text previously consulted with stakeholders and submitted to the EC for adoption. • ACER will be involved in the preparation of hydrogen network codes and guidelines. The exact timeline of this process is unknown to ACER and will be guided by the priority lists, once the secondary legislation is adopted. • ACER will be involved in setting up of the European Network of Network Operators for Hydrogen and the EU DSO entity, as foreseen by the initial EC proposal of the Gas Decarbonisation Package, and then will follow up on its monitoring. • Stakeholder engagement and outreach in the decarbonising market environment to inform the needs for policy making via network codes and guidelines. 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER website publication; continuous
FTE		4.3

2.3. Monitoring, modelling and transparency (SAA.OP.03)

Description and added value

This Activity focuses on the comprehensive monitoring and reporting of the electricity, hydrogen, decarbonised gas, and natural gas sectors to ensure an efficient and secure internal market. This includes tracking market performance, identifying barriers to entry, and promoting stakeholder involvement through various working groups. By monitoring the implementation of network codes and guidelines, the activity enhances market transparency and supports the overall functioning of the internal electricity market and the internal gas market.

The added value lies in fostering a competitive and transparent market environment that supports the EU's energy transition goals. Enhanced monitoring and reporting facilitate informed decision-making, help identify best practices, and promote compliance with regulatory frameworks, ultimately leading to improved market efficiency and security of supply.

Main challenges in 2025

- Data management: efficiently collecting and analysing large volumes of data across multiple sectors and stakeholders will be critical. Ensuring data accuracy and timeliness remains a significant challenge.
- Stakeholder engagement: engaging diverse stakeholders and ensuring their active participation in monitoring and implementation processes may be difficult, especially with varying interests and priorities.
- Set up a EU-wide modelling tool that is capable of estimating the needs for flexibility at EU level, which is as a significantly new task for ACER, in line with the electricity market design reform..
- Compliance monitoring: tracking compliance with network codes and guidelines, especially across different member states, poses logistical and regulatory challenges. Variations in regulatory capacity and implementation timelines can lead to inconsistencies.
- Market volatility: the rapidly changing energy landscape, including fluctuations in demand and supply, could complicate monitoring efforts and require frequent adjustments to methodologies and approaches.
- Integration of new technologies: as the energy sector evolves, integrating new technologies for flexibility and decarbonisation into existing monitoring frameworks will require significant effort and resources.

Link to multi-annual objectives and legal basis

This activity is integral to the EU's long-term objectives of achieving a decarbonised, integrated, and efficient energy market, as outlined in the European Green Deal and the Clean Energy for All Europeans package. It also supports the objectives of the European Energy Union by promoting market efficiency, transparency, and security of supply.

The legal basis for these activities is established in several regulations, including Regulation (EU) 2019/942, which mandates ACER's role in monitoring the internal electricity and gas markets, and Council Regulation (EU) 2022/2576, which grants ACER the necessary powers to collect the transaction data needed for the calculation of the LNG benchmark, building on and reinforcing the tasks and powers ACER already has under REMIT and the REMIT Implementing Regulation. These frameworks collectively provide the necessary authority and structure for ACER's monitoring, modelling, and transparency initiatives.

Table 31: Total resources allocated to the SAA.OP.03 Monitoring, modelling and transparency

Human resources (FTEs)	Financial resources (EUR)
37.5 (34.7 subsidy-funded; 2.7 fee-funded)	Subsidy 6,900,758 EUR; Fees 923,164 EUR

2.3.1. Monitor and report on the electricity, hydrogen, decarbonised and natural gas sectors (SAA.03.01)

Table 32: SAA.OP.03.01 annual objective 1

Objective 1: Monitor the internal electricity market		
Expected results	A more efficient and secure internal electricity market with harmonised European-wide rules.	
Main tasks/ processes	<p>Monitoring the Internal Electricity Market</p> <ul style="list-style-type: none"> Monitor the barriers to efficient price formation and barriers for new and small market entrants and monitoring barriers for flexibility through the market (priority level 1A). <i>The Electricity Working Group will be regularly involved and consulted.</i> Monitor the effects of the market-related NC and more broadly monitor the functioning of the Internal Electricity Market (priority level 1A). <i>The Electricity Working Group will be regularly involved and consulted.</i> Monitor the PPA markets in the context of identifying barriers for market integration (Priority level 1A). <i>The Electricity Working Group will be regularly involved and consulted.</i> <p>Stakeholders Involvement</p> <ul style="list-style-type: none"> Promote the involvement of stakeholders in monitoring the implementation of network codes and guidelines, in particular through the European Stakeholder Committees (priority level 1A). <i>The Electricity Working Group will be regularly involved and consulted.</i> 	
Main outputs	<ul style="list-style-type: none"> A report monitoring and analysing the performance of regional coordination centres (RCCs) pursuant to Article 7 of the ACER Regulation. Opinions and recommendations to the European Parliament, the Council and the Commission and the RCCs, where necessary. Market Monitoring Reports in various areas. Contribute to the completion of Europe's energy market and the monitoring of its functioning by creating market and data transparency through economic analysis and issuing of opinions recommendations. Leverage of the reports by European policy makers in the legislative process. 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		10.5

Table 33: SAA.OP.03.01 annual objective 2

Objective 2: Monitor the internal gas market and its decarbonisation	
Expected results	Well-functioning internal gas and retail markets as a result of the efficient implementation of existing frameworks
Main tasks/ processes	<ul style="list-style-type: none"> The Agency will continue focusing on its monitoring activity of wholesale gas markets. An additional area of monitoring is LNG, given the importance it gained in the European energy context (priority level 1A). Monitor the development of the hydrogen sector and market, which will complement its current monitoring of decarbonisation trends (priority level 1A).

	<ul style="list-style-type: none"> The retail electricity and gas markets monitoring will continue with a growing emphasis on the energy transition, leading to an increased use of electricity in residential and non-residential energy applications, energy sharing and the forming of energy communities (priority level 1A). Following the close to complete implementation of gas network codes in the EU, ACER will analyse the effects of their implementation. The areas of focus will be capacity, tariffs, balancing, and interoperability, gas quality and data exchange (priority level 2). ACER will keep on monitoring congestion at interconnection points of the EU, according to the legal obligation set out in the Congestion Management Procedures Guidelines. ACER will also focus its activity on dedicated analyses of congestion which will allow deepening the understanding of EU market. The congestion work stream will also take stock of the effects of the implementation of congestion rules, beyond congestion events (e.g. congestion mechanisms applied and the respective capacity made available) (priority level 1A). ACER will keep issuing reports on national tariffs consultation on reference price methodologies and in particular focus on non-discrimination and cost-reflectivity of cross-border tariffs (priority level 1B). <p><i>The Gas Working Group will be regularly informed and consulted on the various monitoring activities. The Retail Working Group will be engaged in relation to the retail monitoring activities.</i></p>	
Main outputs	<ul style="list-style-type: none"> Several volumes of market monitoring reports to be published each year (Gas Wholesale, Energy Retail.) New editions will follow on Hydrogen and Decarbonised Gases, LNG, etc. Additionally, ACER will issue quarterly summaries on key market developments and will make available relevant data via dashboards published on ACER's website. To the extent this is legally required and as an extension of its monitoring tasks ACER will follow up and update the indicators related to the Market Correction Mechanism and support the European Commission in case the suspension mechanism under Article 6 of Council Regulation (EU) 2022/2578 is triggered and a more dynamic reporting on market developments will be made available. The effects of the Network Code will be monitored via reports or presentations, and/or automated dashboards that include quantitative indicators on how network codes effect markets. Congestion reports will be published annually or biannually following the revised legal requirements. Reports on national tariffs consultation, for each reference price methodology consulted by the NRAs will be published based on Article 27(3) of the Network Code on Harmonised Transmission Tariff Structures. New tools will be developed in relation to the new monitoring tasks. 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER website publication; continuous
revised indicators and updated reporting	-	More agility, accessible via the reports, dashboards on the website
FTE		4.8

2.3.2. Monitor implementation (SAA.OP.03.02)

Table 34: SAA.OP.03.02 annual objective 1

Objective 1:	Oversee the implementation of network codes and guidelines in the electricity sector
Expected results	A more efficient and secure internal electricity market with harmonised European-wide rules.
Main tasks/processes	<ul style="list-style-type: none"> Facilitate the implementation of projects established pursuant to the Network Codes (NC) and Guidelines or, where relevant, pursuant to the Electricity Regulation (priority level 1A).

	<p>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and formally consulted in case of recommendations and/or decisions.</p> <ul style="list-style-type: none"> Monitor the implementation of the obligations resulting from the adoption of the Network Codes, Guidelines, the different terms and conditions and methodologies and the Electricity Regulation. Investigate the reasons for delays and/or non-compliance and issue implementation monitoring reports, recommendations and/or decisions to address these issues (priority level 1A). <p>According to Article 24(2) of Regulation 2019/942, the Electricity Working Group will be regularly involved and formally consulted in case of recommendations and/or decisions.</p>	
Main outputs	<ul style="list-style-type: none"> Implementation monitoring reports in various areas. 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		4.8

Table 35: SAA.OP.03.02 annual objective 2

Objective 2: Monitor electricity networks		
Expected results	Transparent and efficient functioning of the electricity transmission networks	
Main tasks/ processes	<ul style="list-style-type: none"> Monitor and promote the implementation of network tariffs best practices for transmission and distribution tariff methodologies (priority level 1A). <i>According to Article 24(2) of Regulation (EU) 2019/942, the Electricity Working Group will be formally consulted in case of recommendation and will be regularly informed and consulted on the monitoring activity.</i> Promote the implementation of incentive schemes focused on achieving efficient electricity transmission and distribution systems (priority level 1A). Monitor transmission charges paid by generators (priority level 2). <i>The Electricity Working Group will be regularly informed and consulted on the monitoring activity.</i> Monitor the effective and consistent implementation of the Agency's methodology regarding the use of the congestion income (priority level 1A). <i>The Electricity Working Group will be regularly informed and consulted on the monitoring activity.</i> Monitor the implementation of the inter-TSO compensation mechanism in year 2023 (priority level 2). <i>The Electricity Working Group will be regularly informed and consulted on the monitoring activity.</i> Verify the criteria for the valuation of losses at national level (priority level 2). <i>The Electricity Working Group will be regularly informed and consulted on the activity.</i> 	
Main outputs	<ul style="list-style-type: none"> Best practice report on transmission and distribution tariff methodologies by 2025 Q1 Monitoring Report on the Use of Congestion Income (issued at least on a biennial basis) Monitoring Report on the implementation of the ITC mechanism in year 2024 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		6.5

Table 36: SAA.OP.03.02 annual objective 3

Objective 3: Monitor the performance of Member States in Security of Supply		
Expected results	Solid implementation of the framework to identify adequacy concerns, and for decision-making, ultimately leading to ensuring adequate SoS levels in a cost-efficient manner.	
Main tasks/processes	<ul style="list-style-type: none"> Monitor the implementation of the methodologies approved in the course of 2020 (ERAA, VOLL, CONE, RS and cross-border participation in CMs (priority level 1A). <i>The Electricity Working Group will be regularly informed and consulted on the monitoring activity.</i> 	
Main outputs	<ul style="list-style-type: none"> Electricity Security of Supply Report 	
Indicators	Target	Means and frequency of verification
% of outputs delivered on time	90%	ACER's website; continuous
FTE		2.9

2.3.3. Provide transparency (SAA.OP.03.03)

LNG price assessment/benchmark as energy crisis response to enhance market transparency

Over the last years, the Commission has put forward and implemented several initiatives, gradually moving from providing guidance to Member States to setting up an integrated security of supply strategy, underpinned by legal instruments where necessary. This included, most recently, the emergency intervention to address high energy prices, featuring for instance a coordinated reduction of electricity demand (notably in peak hours), an improved Member States toolbox to protect consumers and companies from high energy prices, and a solidarity contribution for the fossil sector.

Council Regulation (EU) 2022/2576 “Enhancing solidarity through better coordination of gas purchases, reliable price benchmarks and exchanges of gas across borders” entered into force. The Regulation tasks ACER with producing and publishing a new daily Liquefied Natural Gas (LNG) price assessment starting and a daily LNG benchmark.

The Regulation grants ACER the necessary powers to collect the transaction data needed for the calculation of the LNG benchmark, building on and reinforcing the tasks and powers ACER already has under REMIT and the REMIT Implementing Regulation.

These tasks are financed by the Union budget and/or other funding sources made available.

Table 37: SAA.OP.03.03 annual objective 1

Objective 1: Assess and publish LNG price assessments and/or benchmarks		
Expected results	<ul style="list-style-type: none"> Contribute to the completion of Europe's energy market Enhancing transparency of EU wholesale energy markets 	
Main tasks/processes	<ul style="list-style-type: none"> Assessment and publication of LNG price assessments and/or benchmarks (priority level 1A). 	
Main outputs	<ul style="list-style-type: none"> Development and maintenance of IT solution for collection and publication of data Daily LNG price assessments and benchmark Implementation of ACER information security policy for business IT systems and data 	
Indicators	Target	Means and frequency of verification
Data collection according to plan	Yes; daily data	Monthly performance monitoring

	collection	
Publication of price assessments/benchmarks according to plan	Yes; daily publications	Monthly performance monitoring
FTE		2.6

Market correction mechanism (MCM) as energy crisis response to enhance market transparency

Until January 2025, ACER secures and supports the orderly carrying out of the obligations resulting from Council Regulation (EU) 2022/2578 Articles 3, 4, 5 and partially Article 9 establishing a market correction mechanism (MCM).

The MCM is an instrument designed to limit prices in EU gas markets. It is activated when prices at EU virtual trading points move above certain levels and when these prices are also significantly above the LNG import price. The MCM applied originally to the Dutch Title Transfer Facility (TTF) gas price only, and is activated only if certain conditions are met. Regulation (EU) 2023/736 (of 31 March 2023) extended the MCM also to other EU virtual trading points, besides TTF.

At this point in time this activity is expected to be residual for the period 2025-2027 given that the mechanism is expected to terminate at the end of the first month (January 2025).

2.3.4. Flexibility needs modelling (SAA.OP.03.04)

Table 38: SAA.OP.03.04 annual objective 1 (EU-funded)

Objective 1: Ensure a solid assessment of EU-wide flexibility needs for electricity		
Expected results	Solid implementation of the modelling tool for the EU-wide flexibility assessment by the end of 2025. Further refinements to the model will take place in 2026. The Agency should be ready to undertake and publish its first EU-wide flexibility assessment by July 2027	
Main tasks/processes	<ul style="list-style-type: none"> Setting up of a modelling tool for the EU-wide flexibility assessment. 	
Main outputs	<ul style="list-style-type: none"> Flexibility needs modelling tool 	
Indicators	Target	Means and frequency of verification
% of functionalities of the tool delivered on time	90%	ACER internal oversight; continuous
FTE		5.4

2.4. Regulatory oversight (SAA.OP.04)

Description and added value

This activity encompasses the efficient and effective regulatory oversight of wholesale energy markets, focusing on market surveillance, the consistent application of market abuse provisions, authorisation and supervision of reporting parties, and market abuse investigations. The primary aim is to ensure the integrity of wholesale energy markets and deliver trustworthy outcomes for EU energy consumers.

This activity adds value by enhancing market transparency and preventing market manipulation, thereby protecting consumers and fostering confidence in energy markets. Through collaboration with National Regulatory Authorities (NRAs) and other stakeholders, ACER aims to create a harmonised approach to monitoring, reporting, and enforcing compliance with market rules, ultimately contributing to an efficient and trustworthy energy market landscape across the EU.

Main challenges in 2025

- Coordination across jurisdictions: ensuring consistent application of market rules and provisions across different member states can be complex, particularly given the varying regulatory frameworks and capacities of NRAs.
- Data collection and analysis: efficiently managing and analysing large volumes of data from various reporting parties and market participants is essential for effective market surveillance and can pose significant operational challenges.
- Capacity building: as the regulatory landscape evolves with new reforms and increased responsibilities, there will be a need for ongoing capacity building within ACER to ensure that staff are adequately equipped to handle new investigative tasks.
- Compliance enforcement: encouraging timely compliance with regulatory requirements among reporting parties and ensuring that remedial actions are taken can be challenging, especially when dealing with diverse market participants.
- Authorisation: the Agency is required under the revised REMIT as a new activity to authorise RRM and Inside Information Platforms (IIPs) per a Decision and is preparing its processes to adequately execute this task.
- Implementation of new investigation and non-compliance enforcement mandate for a new department: the recent reforms to REMIT and the establishment of new investigatory powers require significant adjustments to existing processes and systems.

Link to multi-annual objectives and legal basis

This activity aligns with the EU's broader objectives of ensuring market integrity and transparency as articulated in the European Green Deal and the Clean Energy for All Europeans package. It supports the development of a fair, efficient, and integrated energy market, fostering a competitive environment that benefits consumers.

The legal basis for these activities is established primarily under Regulation (EU) 1227/2011 (REMIT), which governs market integrity and transparency in the wholesale energy market, and the ACER Regulation. These legal frameworks provide the necessary authority for ACER to perform market surveillance, coordinate with NRAs, and conduct investigations into potential market abuse.

Table 39: Total resources allocated to the SAA.OP.04 Regulatory oversight

Human resources (FTEs)	Financial resources (EUR)
32.3 (5.4 subsidy-funded; 26.9 fee-funded)	Subsidy 1,070,807 EUR; Fees 8,868,968 EUR

2.4.1. Perform market surveillance (SAA.OP.04.01)

Table 40: SAA.OP.04.01 annual objective 1 (fee-funded)

Objective 1: Ensure the integrity of wholesale energy markets and deliver trustworthy market outcomes for EU energy consumers										
Expected results	<ul style="list-style-type: none"> Detect and prevent trading based on inside information and market manipulation according to Article 7 of REMIT. Increased integrity and transparency of wholesale energy markets. 									
Main tasks/ processes	<p>Market monitoring of trading activity in wholesale energy markets to detect and prevent trading based on inside information and market manipulation according to Article 7 of REMIT, in cooperation with NRAs, on the basis of data collected in accordance with the REMIT implementing acts, the Agency's surveillance strategy and further development and operation of the Agency's market surveillance solution, including the dissemination to NRAs of suspicious trading activities in a secure way. That is,</p> <ul style="list-style-type: none"> analysing the available collected and validated REMIT data to detect suspected instances of market abuse; contributing to improving the available collected REMIT data; preparing detailed assessments with factual analyses including an economic and legal assessment to be notified in a secure way to national authorities for their investigation; (priority level 1A) 									
Main outputs	<ul style="list-style-type: none"> Triggered alerts and initial assessments of potential market abuse cases Initial assessments and notifying relevant regulatory authorities of potential abusive behaviour according to Article 16(4) of Reg. (EU) 1227/2011 									
Indicators	<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Means and frequency of verification</th> </tr> </thead> <tbody> <tr> <td>% of high priority alerts manually screened</td> <td>100%</td> <td>Monthly performance report</td> </tr> <tr> <td># of initial assessments sent to relevant authorities</td> <td>>16</td> <td>Monthly performance report</td> </tr> </tbody> </table>		Target	Means and frequency of verification	% of high priority alerts manually screened	100%	Monthly performance report	# of initial assessments sent to relevant authorities	>16	Monthly performance report
	Target	Means and frequency of verification								
% of high priority alerts manually screened	100%	Monthly performance report								
# of initial assessments sent to relevant authorities	>16	Monthly performance report								
FTE	11.9									

2.4.2. Handle coordination on potential REMIT breach cases (SAA.OP.04.02)

Table 41: SAA.OP.04.02 annual objective 2 (fee-funded)

Objective 1: Ensure a consistent application of market abuse provisions by NRAs in order secure effective REMIT framework	
Expected results	To foster regulatory convergence and to avoid regulatory arbitrage resulting from different regulatory practices under REMIT
Main tasks/ processes	<p>This task includes all activities performed by ACER related to ensuring coordination and consistency in the application of REMIT by NRAs to cases of market abuse (Articles 3 and 5) and related to information disclosure, reporting, registration, and monitoring obligations (Articles 4, 8, 9, and 15). It includes the following activities:</p> <ul style="list-style-type: none"> case coordination case consistency development, consultation, and issuance of ACER Guidance statutory meetings involving the discussion of REMIT cases. <p>That is,</p> <ul style="list-style-type: none"> coordinating and cooperating with NRAs on REMIT cases reviews, investigations, and enforcement actions taking actions to ensure consistency in the application of REMIT by NRAs establishing and managing investigatory groups providing guidance on the application of REMIT on the market abuse provisions

	<ul style="list-style-type: none"> developing and enhancing of specific IT tools that can support its surveillance and conduct tasks. (priority level 1A) 	
Main outputs	<ul style="list-style-type: none"> Cooperation between ACER and NRAs and among NRAs on REMIT cases Coordination meetings with NRAs on the consistent application of market abuse provisions in REMIT (e.g. Market Monitoring Standing Committee – MM SC) Processed requests from ACER and updates from NRAs Established and coordinated investigatory groups Reviews by ACER of potential REMIT breach assessments by NRAs (closing and consistency notes) Published Guidance to NRAs on the application of REMIT market abuse provisions 	
Indicators	Target	Means and frequency of verification
% of REMIT breach cases pro-actively followed by the Agency	> 25%	Monthly performance report
Number of interactions on market abuse cases to ensure a coordinated and consistent approach (documents and requests sent)/year	>800	Monthly performance report
% of REMIT market abuse enforcement Decisions (Articles 3 and 5) by EU NRAs quoting the ACER Guidance	>=75%	Monthly performance report
FTE		6.6

2.4.3. Monitoring and central collection of suspicious reports at EU level (SAA.OP.04.03)

Table 42: SAA.OP.04.03 annual objective 1 (fee-funded)

Objective 1:	Centralise the collection of STORs at EU level at ACER and monitoring EU wide PPAETs at ACER	
Expected results	To centralise information on market abuse practices across the EU	
Main tasks/processes	<p>This task includes all activities performed by ACER related to ensuring (Articles 15). It includes the following activities:</p> <ul style="list-style-type: none"> Reception and processing on notifications on REMIT cases Production of Reports on persons professionally arranging or executing transactions and NRAs activities related to the processing of Suspicious transactions or order reports (STORs). (priority level 1B) 	
Main outputs	<ul style="list-style-type: none"> Notifications on REMIT cases by ACER and triage of received Notifications from Persons professionally arranging or executing transactions - PPAETs) Publication of Report under Article 15 of REMIT 	
Indicators	Target	Means and frequency of verification
% of notifications triaged	>90%	Monthly performance report
ACER Reports on NRA and PPAET performance under Article 15	1	Monthly performance report
FTE		1.1

2.4.4. Develop and enhance market surveillance and conduct IT tools (SAA.OP.04.04)

Table 43: SAA.OP.04.04 annual objective 1 (fee-funded)

Objective 3: Develop and enhance applied surveillance and conduct IT tools		
Expected results	Improvements to the Agency's: main surveillance tool for market surveillance, case coordination platform, notification platform.	
Main tasks/processes	Develop and enhance detailed business requirements to enhance existing IT tools (priority level 1A): <ul style="list-style-type: none"> • Develop and implement new alerts • Enhance of existing alerts • Deliver of surveillance tool enhancements • Develop in-house surveillance tools • User testing of new deploys of the tools • Enhance case coordination tools • Enhance notification tools 	
Main outputs	<ul style="list-style-type: none"> • Enhanced Agency's main surveillance tool for market monitoring. • New alerts developed for detecting potential market abuse. • Improved existing alerts for more effective detection of potential market abuse. • Upgraded Notification Platform (NP) and Case Management Tool (CMT) for the Agency. 	
Indicators	Target	Means and frequency of verification
Number of alert enhancements implemented	>30	Monthly performance report
Number of alerts developed and implemented	>4	Monthly performance report
Number of Notification Platform and CMT issues/bugs/improvements documented for solving	>15	Monthly performance report
FTE		5.0

2.4.5. Authorisation and supervision (SAA.OP.04.05)

Table 44: SAA.OP.04.05 annual objective 1 (fee-funded)

Objective 1: Ensure regulatory registration and supervision of reporting parties		
Expected results	<ul style="list-style-type: none"> • Ensure efficient, effective and safe exchange and handling of information. • Collecting, handling, processing and analysing of REMIT information collected according to Article 8 of REMIT. 	
Main tasks/processes	<ul style="list-style-type: none"> • Maintain the European Register of Market Participants with more than 14,000 market participants registered and transmitted to ACER by NRAs to identify market participants for reporting purposes when reporting to ACER (priority level 1A). • Register and enrol more than 100 Registered Reporting Mechanisms for the reporting of records of transactions and fundamental data and around 20 platforms for the collection of inside information as well as compliance monitoring of these entities by ACER on a risk-based approach (priority level 1A). • Enable reporting parties to report data pursuant to Article 8 of REMIT in an efficient, effective and safe manner to the Agency (priority level 1A). • Ensure efficient, effective and safe exchange and handling of information (priority level 1A). 	
Main outputs	<ul style="list-style-type: none"> • Contribution to and implementation of the revision of the REMIT legal framework • Publication of the European register of market participants and continuous updates • Processed new registration applications • Assessment of whether changes to the current RRM registrations (structural changes of entities, changes in technical and organisational requirements etc.) are compliant with 	

	Article 11 (1) of REMIT Implementing Regulation and facilitate the changes by bilateral communication with the RRM and related amendments in the system	
	<ul style="list-style-type: none"> Engagement with individual registered reporting parties, audits, thematic reports and letters addressed to registered reporting parties identifying risks and requesting remediation in alignment with key supervisory priorities 	
Indicators	Target	Means and frequency of verification
% planned vs. delivered actions of the RRM monitoring strategy	90%	Monthly performance monitoring
Completeness of information	95%	Monthly performance monitoring
Accuracy of information	95%	Monthly performance monitoring
Timeliness of information	95%	Monthly performance monitoring
% of reporting parties proceeding to remedial actions within the time designated following ACER's supervisory action	75%	Monthly performance monitoring
FTE		3.4

2.4.6. Investigations (SAA.OP.04.06)

The amended Regulation on Wholesale Energy Market Integrity and Transparency (Regulation (EU) 2024/1106) was published on 17 April 2024 and entered into force on 7 May 2024. One of the new tasks for the Agency is that it may conduct investigations in potential market abuse pursuant to Articles 4, 5, 8 and 15 of REMIT with a cross-border dimension. These new powers complement the investigatory powers of regulators at national level. The latter remain fully responsible for the enforcement of REMT breaches.

Following the reorganisation of the Agency in early 2024, a new department was established to take charge in these investigations pursuant to Article 13 of REMIT. In 2024, the Agency proactively launched a cross-departmental project to assess the requirements for the new department in order to make it operational. In 2025, the objective is to implement these requirements making the new department operational (e.g. HR-recruitment, processes, policies, governance, tools, etc.). The human (and financial) resources for the new REMIT investigations Department will come gradually available from 2025 to 2027. In 2026, the new department will be operational to fulfil its key objective, i.e., performing cross-border investigations into potential market abuse cases.

Table 45: SAA.OP.04.06 annual objective 1

Objective 1:	Establish and fully operationalize the REMIT Investigations Department
Expected results	To establish and fully operationalize the new department by implementing necessary IT tools, operating processes, security standards, staffing and ensuring readiness for full functionality and alignment with organizational goals i.e., performing REMIT investigations.
Main tasks/ processes	Reasonable assurance must be provided that the new department is included in the following processes to efficiently and effectively and securely perform REMIT investigations (not exhaustive list): <ul style="list-style-type: none"> Implement adopted strategies related to e.g. HR, mission and vision Manage risk, compliance, remediation, and resiliency Develop and manage business capabilities Support implementation of relevant information technology (IT) Manage financial resources Procure and manage assets and services Manage stakeholders Develop trainings
Main outputs	<ul style="list-style-type: none"> Rules of procedure

	<ul style="list-style-type: none"> • Department's manual of procedures or similar document detailing the processes to be carried out • Implement the MoU/market monitoring handbook or similar agreements with NRAs • Operational implemented IT tool to perform investigations 	
Indicators	Target	Means and frequency of verification
% of planned recruitments finalised	100%	Internal reports, CAAR
% of planned documentation finalised (Rules of procedure and Handbook of the department)	100%	Internal reports
FTE		4.1

Table 46: SAA.OP.04.06 annual objective 2

Objective 2:	Investigate instances of potential market abuse in cross-border cases to complement investigations and enforcement by NRAs pursuant to Article 13 of REMIT	
Expected results	Effective deterrence of market manipulative behaviour and insider trading, and a reduction thereof	
Main tasks/ processes	<p>This task includes all activities performed by ACER related to ensuring cross-border investigations in the application of REMIT to cross-border cases of market abuse (Articles 3 and 5) and related to information disclosure, reporting, registration, and monitoring obligations (Articles 4, 8, 9, and 15). It includes the following activities:</p> <ul style="list-style-type: none"> • case coordination with relevant authorities • case investigation including onsite inspections, request for information • non-compliance enforcement • statutory meetings involving the discussion of REMIT cases and cooperation at technical level <p>That is,</p> <ul style="list-style-type: none"> • Analyse wholesale energy trading, fundamental and market data • Investigate suspicious market abusive behaviour in wholesale energy markets • Gather evidence on potential REMIT breaches including through inspections • Collaborate with national energy regulators, European Securities and Markets Authority (ESMA), and other regulatory bodies to ensure a coordinated approach to investigations on market abuse. • Coordinating and cooperating with NRAs on REMIT cases reviews, investigations, and enforcement actions • Contribute to cross-border investigatory groups • developing and enhancing of specific IT tools that can support its investigatory tasks. (priority level 1A) 	
Main outputs	<ul style="list-style-type: none"> • Investigation reports of market abuse for the attention of relevant authorities • Decisions related to investigations such as onsite inspections, requests for information and non-compliance periodic penalties • Coordination on the allocation of investigations with relevant authorities • Policy documents at technical level to process investigations • Cooperation between ACER and NRAs and among NRAs on REMIT cases • Contributions to (statutory) meetings with NRAs on investigations and the application of market abuse prohibition provisions in REMIT (e.g., Market Monitoring Standing Committee, and the ACER REMIT Committee) 	
Indicators – applicable starting 2026	Target	Means and frequency of verification
Number of ongoing cross-border case investigations under ACER's eligibility	>8	Monthly performance report
Number of ongoing cross-border case investigations by ACER	>2	Monthly performance report
Number of interactions on potential investigations ensure a coordinated approach (documents and requests sent/year)	>80	Monthly performance report
FTE		0.1

2.5. Horizontal activities (SAA.HO)

This section reports on horizontal activities that support the fulfilment of the operational objectives.

Through the work of the Agency's governance bodies, the Coordination, Operations and Legal Department, Human Resources and Facilities Team and Strategy Delivery and Communications team, the Agency strives to enhance its organisational management to:

- Be acknowledged as an accountable organisation with good governance, efficient and compliant processes;
- Achieve efficiency gains through simplification measures in all horizontal tasks to reduce the administrative burden on the Agency, allowing to focus on impactful activities;
- Offer the best value for money to EU citizens.

2.5.1. Strategy, governance and stakeholder management (SAA.HO.01)

Table 47: Total resources allocated to SAA.HO.01 Strategy, governance and stakeholder management

Human resources (FTEs)	Financial resources (EUR)
10.9 (9.3 subsidy-funded; 1.6 fee-funded)	Subsidy 1,844,168 EUR; Fees 527,522 EUR

Governance

The Agency's administrative and management structure is composed of:

- The Administrative Board;
- The Board of Regulators;
- The [Director](#);
- The Board of Appeal.

The Administrative Board (AB)

The AB is the governing body of ACER and ensures that ACER carries out its mission and performs its mandate. It is tasked with the appointment of the Director, the members of the Board of Regulators and the Board of Appeal, with exercising budgetary powers. It also adopts among others the Agency's Single Programming Document (SPD), for the coming year and its multi-annual programme, the anti-fraud strategy and rules for the prevention and management of conflicts of interest.

The AB is composed by [nine Members and nine alternates](#), appointed by the European institutions. The AB meetings' [minutes](#) and [official documents](#) are publicly available. The AB Secretariat is provided for by the Strategy Delivery and Communications team (1 FTE).

The Board of Regulators (BoR)

The BoR is in charge of the regulatory policy and provides opinions on various Agency Acts considered for adoption and issues guidance to the Director. The BoR approves the Agency's SPD and the independent section on regulatory activities of the Consolidated Annual Activity Report and is consulted on other key matters.

The BoR [members](#) are senior representatives of the 27 NRAs of Member States and non-voting representatives from EEA EFTA States, the European Commission and the EFTA Surveillance Authority. The BoR meetings' [minutes](#) and [official documents](#) are publicly available. The BoR Secretariat is provided for by the Strategy Delivery and Communications team - Brussels Liaison Office (2 FTEs).

ACER Board of Appeal (BoA)

The current BoA, composed of all new members and alternates, took office on 18 October 2021. It is currently assessing its needs based on recent cases adopted and the projection on the future litigation as provided by ACER.

To ensure the effective handling of appeal proceedings, the BoA assigns a technical Rapporteur and a legal Rapporteur for each case, depending on its complexity. An external legal counsel is also available to assist in proceedings.

In 2025 the BoA intends to devote resources to

1. the establishment of a case management tool,
2. the creation of a search database open to the public on precedents of the Board and
3. the amendment of the Rules of Procedure of the Board of Appeal, the practice directions to the parties and the instructions to the Registrar.

As there is little or no case law yet on energy or the functioning of ACER, the activity of the BoA is subject to adjustments in light of the rulings of the Union courts defining the contours of the prerogatives and mandate of the BoA. In addition, a number of judicial proceedings before the General Court, currently pending, may entail the adoption of new decisions by the BoA, ultimately significantly increasing its current workload.

In this context, and in light of the level of litigation, both in terms of sophistication and technical scope and detail, the issuing of decisions is currently not respecting the timeline foreseen in the ACER Regulation. To remedy this situation and avoid recurrences from happening, the BoA considers that it will require additional legal support in the course of the year 2025 by employing the current external legal consultant. In addition, legal and administrative support to the Registrar shall be established via external support services.

The Registry of the BoA is currently provided for by the Legal Services, with two part-time FTE: a legal officer (AD8) and an assistant (AST4). The Registry draws on internal resources for the proof reading of draft decisions and on external experts for support in the execution of its tasks. The approach enables flexibility in handling multiple simultaneous appeal proceedings and business continuity at peak times, while ensuring the handling in house of a critical function foreseen in the ACER Regulation which can best achieve the objective of granting the independence and impartiality of the BoA decision-making

process free from interferences from external parties, while maintaining control standards, institutional memory and homogeneity in the treatment of proceedings across time.

Table 48: SAA.HO.01 annual objective 1

Objective 1: Ensure continued support and coordination of the Agency's governance bodies		
Expected result	<ul style="list-style-type: none"> Ensuring that ACER carries out its mission and performs its mandate. 	
Main tasks/processes	<ul style="list-style-type: none"> Support and coordination of the work of the AB, BoR, the Director and the BoA (in line with SDC objective 3) 	
Main outputs	<ul style="list-style-type: none"> Records pertaining to the functioning of the Agency's governance bodies (including agendas, minutes and legal acts) 	
Indicators	Target	Means and frequency of verification
Meetings organised as required and delivered as planned	Yes	Agendas and minutes
Satisfaction level of members of the governance bodies with the cooperation and coordination support from ACER	≥75%	Annual survey among board members
FTE		4.9

Strategy Delivery and Communications

The Strategy Delivery and Communications (SDC) team supports the Agency's governance, legal mandate and strategies by 1) providing support to the Director and the senior management in developing ACER strategies and key files, providing support to the senior management meetings; providing the Secretariat of the Administrative Board and the Board of Regulators 2) delivering high quality strategic external and internal communication end products and stakeholders' outreach work. The SDC includes the 2 Brussels Liaison Officers (comprising 1 NRA officer and 1 Strategy lead) who are also involved in pursuing close contacts with European and national institutions and stakeholders in Brussels. The Officers managing the BoR and AB Secretariat undertake their tasks in accordance with the rules of procedure for the Boards. SDC is also in charge of event management. The SDC is also currently supported by 2 trainees as well.

The regulatory landscape, in which ACER finds itself, evolved very much over the last years and continues to evolve. This has implications for how ACER engages with stakeholders and how it communicates its activities, how these fit within the wider European societal context and indeed which future priority efforts ACER may need to contribute to going forward. The Agency's remit continues to increase including its staff numbers hence so has the volume of communication and outreach activities.

The strategic communications portfolio of ACER is adapting to changing circumstances. With its expanding mandate, the Agency is taking more decisions and tasks in a wider set of areas. As these decisions impact member states, businesses and consumers, ACER needs to explain to a broader set of stakeholders what it does and why it does certain things. Hence, this requires more consultations and interactions with different stakeholders.

At the same time, it is warranted that more audience-first communications are used to explain ACER's work and its rationale.

Three main objectives

On the strategic communication front, this means implementing the AB approved 2024-2026 communication strategy with a focus on an energy content-rich and an attractive ACER website; timely, clear and relevant external communication campaigns (social media, website, events, infographics and increasing audio-visual content) that provides useful information and data; and more transparency towards stakeholders on what the Agency does. To this end, ACER strives to embed an “audience-first” communication approach from the start of policy development. ACER will continue to enhance communication and collaboration with its members, the NRAs, working closely within its structures of the Board of Regulators, Working Groups and Task Forces. On the outreach front, ACER’s outreach will draw on more strategic, proactive approaches and underpinned by digital communication tools. This will be a mainstay of the Agency over the coming years and is already work in progress. ACER will continue to act as a partner and advisor to the EU institutions providing them with quality data and advice in a way that helps them make policy in the public interest. This entails enhancing communication with the European and national institutions, the NRAs and external stakeholders, showing the added value brought by ACER within the European policy and energy regulatory context and explaining its work and its decisions. On the strategy front, this entails, *inter alia*, supporting the Director and the senior management team in developing and updating strategic directions for the Agency and actions with middle- and long-term impact as well as supporting the Board of Regulators and the Administrative Board work.

Table 49: SAA.HO.01 annual objective 2

Objective 1: Maximise the impact of what ACER does via effective communications		
Expected result	<ul style="list-style-type: none"> Increased awareness of ACER as an Agency that helps drive the EU agenda in areas where it can add value. 	
Main tasks/ processes	<ul style="list-style-type: none"> Develop and implement the communications strategy (2.2) Coordinate communications planning Develop engaging digital communications material (website and social media) Mainstream communications in policy (upskilling staff, creating an audience-first approach, information sharing) 	
Main outputs	<ul style="list-style-type: none"> Communication strategy and its implementation plan. SDC Communication Digest (tracking work progress and KPIs) ACER Press Reviews ACER Latest News Support for staff (e.g. guidelines, templates, training etc.) Website content Social media campaigns Audio visuals (e.g. videos, infographics) 	
Indicators	Target (annual)	Means and frequency of verification
Page views (website)	5% growth	Bi-annual monitoring web statistics
Latest News subscribers	10% growth	Bi-annual monitoring the Latest News statistics
LinkedIn followers	10% growth	Bi-annual monitoring of social media statistics
X (former Twitter) followers	5% growth	Bi-annual monitoring of social media statistics
Number of ACER videos produced	>=2 each year	Bi-annual monitoring
Number of infographics produced annually	6	Bi-annual monitoring
Number of internal training programmes organised for staff	>= 5	Bi-annual monitoring
Number of data visualisation products built/ underlying dataset made available	Not less than 3	Bi-annual monitoring

FTE	3.0
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Table 50: SAA.HO.01 annual objective 3

Objective 2: Engage effectively with stakeholders		
Expected results	<ul style="list-style-type: none"> A hybrid (some centralised, some decentralised) stakeholder engagement approach Communications and outreach aligned, more consistent approach to stakeholder outreach Stakeholder tools developed and used Information shared, and messages and ACER positions better coordinated 	
Main tasks/processes	<ul style="list-style-type: none"> Implement stakeholder management strategy and tools (2.1) Manage external stakeholders (e.g. develop and process stakeholder survey and draw lessons from results, feedback forms) (2.3) Internal roll-out and uptake of stakeholder tools (e.g. stakeholder mapping) Organisation of events Internal coordination and organisation of outreach 	
Main outputs	<ul style="list-style-type: none"> Stakeholder satisfaction survey results and lessons Position papers on selected topics for which ACER together with NRAs can bring added value Stakeholder management approach and tools (e.g. mapping framework, centralised contacts list, templates, events guidelines) Lines to Take Outreach end – products: presentations, briefings, etc. Adequate internal IT environment for coordination purposes (e.g. extranet) 	
Indicators	Target	Means and frequency of verification
Stakeholder overall ACER satisfaction rate	≥75%	Biennial stakeholder survey
Stakeholder satisfaction rate on engagement and external communication	≥75% answering yes	Biennial stakeholder survey
Number of ACER events organised	≥ 10 every year	Bi-annual monitoring
FTE		1.4

Table 51: SAA.HO.01 annual objective 4

Objective 3: Strategy development		
Expected results	<ul style="list-style-type: none"> Development & implementation of the Agency's SMM & Board's strategies A well-run senior management meeting process An efficient operation of the Agency's Boards (see table 42) A well-run strategy cycle process to define priorities for ACER 	
Main tasks/processes	<ul style="list-style-type: none"> Define the concept and long-term vision Develop overall strategy Develop the strategic focus of the Agency Define priorities for the year Manage internal decision-making Support the senior management meetings Manage governance bodies 	
Main outputs	<ul style="list-style-type: none"> Multi-annual and annual strategy for the Agency defined and reflected in the Single Programming Document ACER's work is fine-tuned to reflect the strategy of the Agency 	
Indicators	Target	Means and frequency of verification
Number of senior management meetings	>20	Agendas

FTE			1.6
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2.5.2. Risk, compliance, remediation and resiliency (SAA.HO.02)

This activity strengthens ACER's ability to manage organizational risks, ensure regulatory and operational compliance, and enhance resilience across all functions. It focuses on identifying and mitigating internal and external risks, ensuring adherence to EU regulations, and implementing remediation strategies for operational continuity. The added value lies in safeguarding ACER's capacity to function effectively in a complex and dynamic regulatory environment, ensuring both regulatory coherence and organizational resilience.

Key challenges in 2025 include adapting to new regulatory requirements, such as updated cybersecurity laws, and managing operational risks linked to digital transformation. Enhancing cross-departmental coordination for risk management and ensuring effective resource allocation for resilience and remediation are also priorities.

This activity directly supports ACER's multi-annual objectives of operational excellence, sound financial management, and accountability. It is aligned with the ACER Regulation (EU) 2019/942, the Financial Regulation (EU, Euratom) 2024/2059, and supports the broader EU goals of good governance, risk prevention, and regulatory compliance.

Table 52: Total resources allocated to SAA.05.02 Risk, compliance, remediation and resiliency

Human resources (FTEs)	Financial resources (EUR)
8.4 (4.4 subsidy-funded; 4.0 fee-funded)	Subsidy 872,510 EUR; Fees 1,318,806 EUR

2.5.2.1. Compliance and remediation

The Legal Services (LS) team operates in a horizontal and cross-sectoral manner, offering impartial and independent legal advice to all departments. This enables the Agency to meet its deliverables, as outlined in the other sections of this SPD.

Access to documents requests received by the Agency, and the Agency's compliance with data protection, is equally followed up by respectively the Access to Documents Coordinator and the Data Protection Officer, both members of the LS team.

In addition to the in-house tasks of legal support described above, LS provides legal support to the governance of the Agency. Aside from providing legal advice to the Director, the AB and the BoR when requested, LS provide the human resources to the Registry of the BoA.

Finally, the LS Team provides legal support in litigation procedures, either before the BoA, the General Court and the Court of Justice, or the Authority Authorised to Conclude Contracts of Employment.

In recent years, the Agency notes an increasing inclination of stakeholders (in particular TSOs) to appeal compared to the past. Moreover, decisions of the BoA that are not in favour of the appellant are frequently challenged further before the General Court.

The Agency does not consider it likely that this trend would cease to persist in the near future. Many decisions entrusted to the Agency under the Clean Energy Package all relate to essential features of internal electricity market. It is the Agency's ambition to support and actively implement the objectives

of the CEP via its decisions. Unfortunately, as a corollary, it does imply that the Agency will also have to manage the additional workload stemming from the legal challenges against those decisions.

Table 53: SAA.HO.02 annual objective 1

Objective 1: Ensure the Agency is operating in compliance with necessary legal regulations, and internal and external guidelines and policies		
Expected results	<ul style="list-style-type: none"> • Increase in level of legal quality and robustness of the Agency deliverables concerned. • Full compliance with personal data protection rules applicable to the Agency. • Processing access to documents requests. 	
Main tasks/processes	<ul style="list-style-type: none"> • Manage compliance <ul style="list-style-type: none"> • Legal support to the deliverables of the Agency departments • Legal support to the governance of the Agency (Director, BoR, BoA, AB) • Manage remediation efforts (appeals and complaints) • Manage data protection compliance • Manage access to document applications 	
Main outputs	<ul style="list-style-type: none"> • AB, BoR and Director documentation (decisions, opinions, recommendations, reports, etc.) • Documents relating to appeals and court decisions • Institutional agreements (delegation agreements, working arrangements, regulatory documents) • Acquisition documentation (tenders, calls for proposal) • Legal commitments (contracts, non-disclosure agreements, licenses, etc.) • Data protection records (e.g. data protection notifications). 	
Indicators	Target	Means and frequency of verification
% of deliverables (e.g. decisions, opinions, recommendations, reports) adopted by the Agency for which legal support was provided	100	ACER's website; continuous
% of procurement procedures for which legal support was provided	100	ACER's website; continuous
% of HR and budget implementation documents for which legal support was provided	100	Monthly budget execution reports; HR quarterly reports
% of replies to access to documents applications processed	100	Annual
% of personal data processing activities having a proper data protection notification	100	Register of processing activities; Continuous
% of replies to requests for legal support, advice and interpretation of existing applicable legislation and/or drafting of advice or acts including Rules of Procedure, SLAs, and Administrative Arrangements processed	100	Annual
% of appeals before BoA and the ECJ courts and Art.90(2) complaints, Ombudsman for which legal support was provided	100	Annual; CAAR
FTEs		7.6

2.5.2.2. Risks, resiliency and internal controls

Table 54: SAA.HO.02 annual objective 2

Objective 2: Strengthen organisational resilience through integrated risk management and internal control optimization	
Expected results	<ul style="list-style-type: none"> • Ensuring the continuity of the Agency's critical activities • Reliability of reporting and safeguarding of assets and information • Prevention, detection, correction and follow-up of fraud and irregularities • Risk Management is embedded in the planning and decision-making processes. • Effective Internal Control System (ICS)¹⁹
Main tasks/	<ul style="list-style-type: none"> • Manage business resiliency

¹⁹ ICS assessment result category

processes	<ul style="list-style-type: none"> • Manage internal controls <ul style="list-style-type: none"> • Implement the Agency's Anti-Fraud Strategy (AFS) Action plan • Continue strengthening the Agency's Internal Control Framework implementing it, managing performance, and reporting • Manage exceptions and non-compliance events • Manage conflicts of interest • Sensitive functions management. • Manage risk 	
Main outputs	<ul style="list-style-type: none"> • Business Continuity Plans and other records • Internal Control Framework assessment reports • Declaration of assurance in the CAAR • AFS and AFS implementation reports • Sensitive functions management records • Register of Exceptions and Non-compliance events • Declarations of interest and Declarations of commitment • Neutral Verifier reports • Risk register 	
Indicators	Target	Means and frequency of verification
Overall assessment of ICS effectiveness	Category 1 or 2	ICF annual assessment report
% of AFS Action plan actions timely implemented	90%	AFS Action plan implementation reports
% of senior management and board members Declarations of Interest published	100%	Yearly (February) review of the Agency's webpage
Number of recurrent exceptions/non-compliance events	≤ 2	End-of-year review of Register of Exceptions and Non-compliance events
Risk register update	2/year	Risk register; bi-annually
Business continuity arrangements identified in the ACER Business Continuity Plan (BCP) are tested regularly	yes	CAAR
Critical/essential functions have been mapped, covering the whole organisation, and the list is kept up to date	yes	CAAR
All staff have been trained in business continuity	yes	CAAR
Staff/ critical/essential staff has backup	yes	CAAR
Contingency plans for critical/essential functions are reviewed yearly	yes	CAAR
Lessons learnt from BCP events have been disseminated	yes	CAAR
FTEs		0.8

2.5.3. Business capabilities (SAA.HO.03)

The Business capabilities activity focuses on strengthening ACER's internal operations and integrates quality and process management, performance evaluation, continuous improvements, portfolio and project management, as well as knowledge and document management into a coherent framework. The added value lies in enhancing the Agency's efficiency, decision-making, and overall effectiveness, ensuring alignment with strategic goals and the delivery of high-quality services to stakeholders.

In 2025, key challenges include improving cross-departmental coordination in managing projects and portfolios, ensuring that process improvements are consistently applied across the Agency, and integrating knowledge and document management systems more effectively.

This activity aligns with ACER's multi-annual objective Ensure the resilience, efficiency, and agility of the Agency, supporting the agency's overall mission under the ACER Regulation (EU) 2019/942.

Table 55: Total resources allocated to SAA.05.03 Business capabilities

Human resources (FTEs)	Financial resources (EUR)
2.1 (1.1 subsidy-funded; 1 fee-funded)	Subsidy 218,127 EUR; Fees 329,701 EUR

Table 56: SAA.HO.05.03 annual objective 1

Objective 1:	Drive operational excellence through quality management, performance evaluation, and continuous improvement	
Expected result	<ul style="list-style-type: none"> Support decision making through the application of performance-based management to develop agreement on goals, strategies for achieving goals and performance measurement systems. Non-qualified opinion from the European Court of Auditors (ECA) 	
Main tasks/processes	<ul style="list-style-type: none"> Manage quality and business processes Evaluate and facilitate evaluation of organisational performance Manage change and improvements 	
Main outputs	<ul style="list-style-type: none"> Report granting discharge to the Director Audit reports action plans Records within the Performance monitoring tool SPD CAAR Policies, processes, and procedures to manage the Agency's documents and records Quality Management documentation and records (e.g. procedures, work instructions, guidelines, etc.) Training and awareness sessions 	
Indicators	Target	Means and frequency of verification
Non-qualified opinion received from ECA	Yes	ECA annual opinion
Discharge granted to the Director	Yes	Discharge report (annual)
% of ECA recommendations implemented in time	75%	ECA annual opinion
% of IAS recommendations implemented in time	100%	CAAR
% of objectives of the AWP achieved	85%	CAAR
FTEs		0.5

In 2025 the Agency will further enhance and optimize the [project/portfolio management and document/knowledge management capabilities](#). For project/portfolio management the main focus will be on IT projects as they will consume a significant portion of ACER human and financial resources. For document/knowledge management the Agency will continue to build on the existing setup, with the focus on implementing the necessary tools and processes to support this capability.

Table 57: SAA.HO.03 annual objective 2

Objective 2:	Enhance portfolio and project management for strategic alignment and resource optimization	
Expected result	<ul style="list-style-type: none"> Consistent approach and governance model for ACER to identify, prioritise, and successfully execute the required portfolios to deliver benefits 	
Main tasks/processes	<ul style="list-style-type: none"> Manage portfolios <ul style="list-style-type: none"> Portfolios framework definition Portfolios definition Portfolios realisation Manage projects 	
Main outputs	<ul style="list-style-type: none"> IT portfolio management records (Portfolio Handbook, Portfolio Analysis Report, Portfolio Repository, Portfolio logs, Initiation requests, Status reports) 	

	<ul style="list-style-type: none"> IT project management records (PM2 artifacts) 	
Indicators	Target	Means and frequency of verification
% of IT projects planned vs completed	80%	Quarterly reports
Percentage of IT projects within the portfolio that are “on track” in terms of time, budget, and scope	80%	Quarterly reports
Stakeholder satisfaction rate with IT project outcomes	85%	Quarterly reports
% of IT projects delivered on or before the agreed deadline	80%	Quarterly reports
FTEs		1.1

Table 58: SAA.HO.03 annual objective 3

Objective 3:	Optimize the management of documents, archives, libraries, and knowledge to enhance accessibility, compliance, and organizational learning	
Expected result	<ul style="list-style-type: none"> Enhanced and optimized decision making through better knowledge accessibility and leveraging collective expertise. Preserved institutional memory and adequate audit trails through efficient Knowledge and Record Management. Greater alignment of organizational knowledge resources with strategic objectives. Reduced knowledge loss and improved continuity in operations. Improved document retrieval efficiency Reduction in redundant and outdated information 	
Main tasks/ processes	<ul style="list-style-type: none"> Manage knowledge management (KM) capability Manage documents, archives, and library 	
Main outputs	<ul style="list-style-type: none"> KM articles Registered documents (Ares) 	
Indicators	Target	Means and frequency of verification
# of new articles created / quarter	1/ staff member /quarter	Quarterly reports
# of articles updated / total # of articles	25%	Quarterly reports
# of employees who completed training / total # of employees	80%	Quarterly reports
% of employees actively using the centralized KM system	80%	Quarterly reports
FTEs		0.4

2.5.4. Human capital (SAA.HO.04)

Since 2023, the Agency’s HR strategy has focused on three priority areas, each encompassing a series of key actions that are planned, implemented, and monitored to ensure continuous improvement. Periodic updates will be shared with staff and management, with an annual review to assess the strategy's progress and refine its implementation.

New ways of working: create a flexible, modern and dynamic working environment

The challenges and insights gained from the pandemic underscored the need to rethink how the Agency operates, both in terms of flexibility and processes. Various inputs²⁰ have been elicited in past years,

²⁰ Such input was gathered from staff through:

highlighting the need for higher level of flexibility, a stronger emphasis on interconnections and clearer interdependencies.

In a context of limited flexibility, the living situation of staff in Ljubljana is a key aspect, both in terms of job opportunities for spouses and schooling options for children. The Agency has been developing different systems to increase the support for families and spouses. More effort is recognised to be needed in the future, better to integrate the high number of newcomers envisaged in the coming years.

The Contribution Agreement between European Commission and European School Ljubljana (ESLJ) has been signed in December 2019. While ESLJ is currently implementing its development plans, albeit at a slower pace than originally planned, the Agency also contributes with a top-up reimbursement to other international schools when the ESLJ does not provide schooling. The current offer of schooling and kindergarten establishments in Ljubljana is nonetheless limited, and more effort is needed to support staff and their families.

With regard to the flexibility in the working patterns of the Agency, the new Commission's decision on working time and hybrid working entered into force for the Commission's services on 1 April 2022. After different rounds of consultations, the Commission (DG HR) agreed to prepare a Model Decision (MD), tailored to the needs of agencies. ACER has been heavily involved with colleagues in the Standing Working Party to provide inputs and textual suggestions, as the development of a flexible working time policy has been recognised to be very important, particularly vis-à-vis teleworking from abroad. The Model Decision has been adopted by the AB in October 2023 and will be implemented with the aim of maintaining ACER's working culture and guaranteeing the flexibility of teleworking from abroad for two years after the adoption of the MD.

To this extent, in the future years, the Agency should focus on its internal processes and interdependencies, better to guarantee the development of an agile way of working which could be sustained in a hybrid pattern. Re-establishing and re-checking the employee's value proposition will be completing the cycle of developing a solid and sound corporate culture.

Table 59: Key actions of New ways of working

Action	Description	TIMELINE	Actors
1.1	Adoption of the new provisions on working time and flexible working and internal guidelines; evaluation of the possible developments in the policy for the upcoming years	2023 Q1/Q2; 2024-2025	HRM/SM/SC
1.2	Improve employee experience, revision of the employees' value proposition	2024-2025	HRM, SM
1.3	Continue the work of embedding the principles of equality and diversity in all staff processes	2023/2025	HRM, E&D Group

Talent acquisition: attract the best talents to fulfil the Agency's objectives

The Agency's increased staffing and distribution, as envisaged in the Commission's proposal for the years 2023-2027, are based on the following considerations:

-
- Away Day 2020
 - Staff Engagement Survey (SES) 2020 and the collection of proposals from staff within the scope of the working group following up on the results of SES 2020, as well as
 - pulse surveys distributed by Senior Management and the Staff Committee on teleworking arrangements and the implementation of new ways of working.

- Adopt a multi-year perspective, starting with first two waves of recruitment (in 2022 and 2023), and develop a flexible approach for the future years within the yearly priorities linked to the strategy cycle;
- Respect the foreseen balance between REMIT-fee and non-REMIT-fee financed positions;
- Apply a flexible approach to the staffing of the Seconded National Experts' positions, as granted by the budgetary authorities in 2022.

In addition to the above, the Agency's budgetary forecasts see posts to be allocated to the Agency in the framework of the Gas Decarbonisation Package. Furthermore, a new proposal was adopted in October 2022 to increase the Agency's staff by an additional five positions, better to contribute to addressing the energy crisis in Europe.

Given the aforementioned situation, the selection and recruitment of best talents for the Agency is a key aspect encompassing the priorities in the area of HR for the coming years.

Moreover, the need identified by the inputs received by selection panel members and by candidates²¹ points to a re-design of the value proposition for the Agency as an employer, requiring a forward-looking approach to ACER's selection and recruitment. The model includes multiple key aspects:

- Upgrade of the Agency's onboarding practices and resources;
- Further digitalise the Agency's selection processes, better to find additional efficiency gains and enhance the candidates' experience;
- Design a strong outreach strategy to boost ACER employer branding and ameliorate the Agency's visibility and attractiveness to key categories of potential candidates (from senior experts to short-term contracts).

Table 60: Key actions of Talent acquisition

Action	Description	TIMELINE	Actors
2.1	Prioritise and engage internal partners on the activities related to selection of staff	2023-2025	HRM, SM, TLs
2.2	Implement the employer branding activities, virtual workshops and events	2023-2025	HRM, SDC

Talent development: fostering a high performing and engaging organisation

During the past years, the Agency engaged in different programmes and projects aimed at enhancing the management of its talents. In 2022, the Agency initiated the development of a leadership and technical pipeline project.

The leadership pipeline identifies a model for the development of managers/leaders and experts, as well as for succession planning within the Agency. The model aims to create an organizational framework enabling the selection, development, and retention of professionals at different leadership and expertise levels by clearly identifying value propositions, time applications, and skills appropriate to each stage,

²¹ Cf. the exercise conducted at the beginning of 2021 aimed at capturing lessons learned on recruitment by ACER staff members participating in Selection Committees.

Moreover, feedback on ACER's selection and recruitment process were collected from departing ACER colleagues during exit and post-departure interviews. Such feedback will be soon integrated following the circulation of a survey on ACER's attractiveness to all applicants to ACER vacancies from the past two years.

defining staff's training needs, and providing ad hoc training opportunities. In this respect, the Agency aspires to cultivate a culture of growth, diversity, and inclusion in the area of leadership.

To avoid the "too many leaders" syndrome, the leadership pipeline model entails a parallel expert pipeline, allowing members of staff with outstanding technical skills and specialised knowledge to contribute effectively to the organization and to be offered an accordingly attractive career track, in terms of impact, visibility and remuneration. The two pipelines are to be integrated in the evolving competency framework.

Moreover, various activities and projects focused on improving the performance management and the appraisal and reclassification system of the Agency, facilitating a thorough and genuine assessment of the staff member's merits and abilities, balancing the interest of the service and streamlining the process of contract renewals so that they are not considered automatic or given for granted. Considering the current legal framework of the Agency, a guide is being compiled to support the implementation of a merit-based strategy for the revision of contract duration and renewal processes and policies. An agency with relatively limited resources cannot ignore the opportunity costs of continuous under-performance. The aim is to foster regular internal discussions at the level of management, better to address any future openings and possible staff transfers, benefiting a more strategic outlook and greater transparency vis-à-vis staff.

In the area of learning and development, the Agency aims to continue the work done with the establishment of the ACER Academy. This activity is intended to help the Agency develop a sound and structured talent management strategy, increasing the learning offer and developing the Agency's learning and development (L&D) policy and strategy. This entails managing learning needs for all statutory staff, developing training programs at the Agency level in line with ACER Competency Framework, implementing the best learning practices and pathways for staff development. The Academy has been designed to include development programs for newcomers and management in line with the Leadership Pipeline concepts.

To create a robust plan covering both existing and future learning needs, a Training Needs Analysis is being conducted. The objective of this exercise is threefold:

- Offer equal learning opportunities through a Training Catalogue that addresses the professional development needs of staff;
- Support each team and department to evolve in line with ACER's Competency Framework;
- Create a holistic learning culture across the organization that increases motivation and engagement.

The output of this exercise results in a Training Catalogue with three distinct training categories:

1. Agency/Organisational-level training and activities: Relevant to all ACER employees (e.g. Respect and Dignity at the Workplace, Compliance, Values, Tools, and Processes, etc.)
2. Team-level training and activities: Specific to the needs of the team/department (e.g. technical trainings specific to the team, other dedicated learning activities that constitute a priority for a group of individuals, etc.)
3. Individual training and learning requests: Related to self-development activities specific to individuals (e.g. skills development for the current job requirements or for future roles, etc.) For

the individual trainings, the ACER Academy catalogue will be utilized as primary source of training.

Another activity aimed at promoting further talent development and creating talent pools of experts is the Graduate Programme. The Graduate Programme targets recent graduates and aims: a) to strengthen ACER's capability to ensure business continuity and b) to create talent pools of people in areas that require high-level expertise. The Graduate Programme will enable the Agency to liaise with academia and leverage on the most recent academic insights. The Graduate Programme will thus provide the Agency with hands-on support in the field of specific areas based on the departmental needs and it will be complementary to the existent Traineeship Programme. In this respect, the Graduate Programme will create a competitive advantage in the war for talent. More precisely, ACER Graduate Programme will enhance ACER's visibility in the labour market, as an organisation that invests in talent, innovation and purpose. Consequently, ACER Graduate Programme will enlarge ACER's access to external talent and its strength to attract and hire talent with high-level skills right after or before graduation.

Table 61: Key actions of Talent development

Action	Description	TIMELINE	Actors
3.1	Implement the leadership and expert pipeline	2023-2025	HRM, SM
3.2	Develop the Agency's management of its talent pool and succession planning system	2024-2025	HRM

Table 62: Total resources allocated to SAA.HO.04 Human capital

Human resources (FTEs)	Financial resources (EUR)
8.1 (7.1 subsidy-funded; 1.0 fee-funded)	Subsidy 1,407,913 EUR; Fees 329,701 EUR

Table 63: SAA.HO.04 annual objective 1

Objective 1:	Continue to transform human resources management to provide effective and efficient human resource services
Expected results	<ul style="list-style-type: none"> Maintain an engaged and effective workforce, assessing – on a regular basis – staff satisfaction. Recruit resources in line with the Agency's updated Establishment Plan and the legal framework. Ensure that staff members are appraised and offered continuous learning opportunities aimed to maintain and develop critical competences anticipating business needs. Timely processed requests received from the European Ombudsman (EO), the European Anti-Fraud Office (OLAF) or any other EU Institutions and bodies.
Main tasks/ processes	<ul style="list-style-type: none"> Develop and manage human resources planning, policies, and strategies Select, recruit and onboard staff Manage staff training and development Manage staff relations Reward and retain staff Manage staff information and analytics Manage external staff
Main outputs	<ul style="list-style-type: none"> HR policies, procedures, instructions, etc. Legal documents (contracts of employment, etc.) HR working documents, manuals, guidance, etc. Appraisal and reclassification reports HR quarterly reports Table of implementing rules

Indicators	Target	Means and frequency of verification
% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31st December (Average vacancy rate)	≤5%	Quarterly reports
Length of selection procedure	4 months since the post becomes vacant	Quarterly reports
Annual percentage of staff turnover	<15%	Quarterly reports
Annual average days of uncertified sick leave per staff member	< 10 days	Quarterly reports
% of staff satisfied or highly satisfied with the employment conditions at the Agency	2/3 of staff	Staff survey reports, Every two years
% of eligible Agency's staff subject to performance appraisal undergo evaluation in the yearly exercise	100%	Annual Appraisal Exercise conclusion
% of the identified activities are provided according to the Learning and development plan	90%	Quarterly reports

2.5.5. Financial resources (SAA.HO.05)

This activity ensures sound financial management across ACER, covering *budget planning and management, revenue accounting, general accounting and reporting, accounts payable and expense reimbursements, and tax management*. This activity guarantees that ACER's financial operations are aligned with EU regulations, ensuring transparency, accountability, and efficient use of resources. The added value lies in maintaining financial stability and regulatory compliance, enabling ACER to meet its operational goals and deliver value to stakeholders.

Key challenges in 2025 include adapting to potential changes in EU financial regulations, optimizing budget allocation in line with strategic priorities, and improving financial reporting accuracy. Additionally, ensuring seamless integration of financial processes will require ongoing improvements in systems and procedures.

This activity supports ACER's multi-annual objective *Ensure the resilience, efficiency, and agility of the Agency*, contributing to operational excellence. It is grounded in the ACER Regulation (EU) 2019/942 and the EU Financial Regulation (EU, Euratom) 2024/2509, ensuring that ACER's financial management practices meet EU standards and facilitate the Agency's mission.

Table 64: Total resources allocated to SAA.HO.05 Financial resources

Human resources (FTEs)	Financial resources (EUR)
7.3 (4.8 subsidy-funded; 2.5 fee-funded)	Subsidy 951,829 EUR; Fees 824,254 EUR

Table 65: SAA.HO.05.05 annual objective 1

Objective 1:	Plan, manage and report on the Agency budget, process all financial transactions, manage assets.
Expected result	<ul style="list-style-type: none"> Apply rules and processes in place to ensure accurate budget planning, implementation, and reporting, and apply current accounting standards and rules in order to draw accurate financial statements that present a fair view of the Agency's financial performance and position and receive an unqualified audit opinion.
Main tasks/processes	<ul style="list-style-type: none"> Perform budget planning and management Perform revenue accounting Perform general accounting and reporting

	<ul style="list-style-type: none"> • Process accounts payable and expense reimbursements • Manage taxes 	
Main outputs	<ul style="list-style-type: none"> • Annual accounts • Quarterly budget implementation reviews • Quarterly financial management reports • Monthly budget execution reports • Draft budget document • Fee collection and reporting • Inventory committee reports and assets disposal report • Ex-post controls reports • Decisions on budget amendments, transfers • Salary payments via Paymaster Office (PMO) 	
Indicators	Target	Means and frequency of verification
% of commitment appropriations of year N	≥95%	Monthly budget execution reports
% of payments carried forward from year N-1	≥95%	Monthly budget execution reports
Collection rate of fees	≥95%	Quarterly collection reports
% of implementation of the adopted Procurement Plan	≥90%	Quarterly reports
Final accounts adopted by the deadline (1 July)	Yes	Website; annual

2.5.6. ICT (SAA.HO.06)

The *ICT* activity provides a comprehensive framework for managing ACER's information and communication technology resources, covering *IT strategy and governance, service planning and architecture, infrastructure and operations management, IT security and risk management, application management, IT portfolio and projects*, as well as *data and business intelligence (BI) management*. This activity ensures that ACER's digital infrastructure is secure, efficient, and aligned with its strategic objectives. The added value is in enabling seamless digital operations, enhancing decision-making through data-driven insights, and ensuring robust IT security to support the Agency's regulatory functions.

Key challenges in 2025 include strengthening cybersecurity measures to address increasing digital threats, optimizing IT service delivery, and improving data management and business intelligence to support strategic decision-making. Managing the integration of new technologies while balancing budgetary and human resources will also be critical as ACER continues to enhance its digital capabilities.

This activity supports all ACER's multi-annual objectives, and in particular *Ensure the resilience, efficiency, and agility of the Agency*, and is aligned with EU-wide goals under the *Digital Strategy and EU Cybersecurity Strategy*. It is underpinned by the *ACER Regulation (EU) 2019/942* and relevant EU cybersecurity and data governance frameworks, ensuring that ACER's IT systems are resilient, secure, and future-ready.

Table 66: Total resources allocated to SAA.HO.06 ICT

Human resources (FTEs)	Financial resources (EUR)
16.1 (9.1 subsidy-funded; 7.0 fee-funded)	Subsidy 1,804,508 EUR; Fees 2,307,910 EUR

Table 67: SAA.HO.06 annual objective 1

Objective 1: Design, implement and maintain state of the art information systems required to enable and support the operational and administrative activities of the Agency		
Expected results	<ul style="list-style-type: none"> ACER to operate under an effective ICT Governance model, that efficiently coordinates ICT functions across ACER in a harmonised manner, under an optimised IT organisational structure ACER to develop a service management framework that assures maximum customer satisfaction, exceeds customer expectations and maximises operational efficiency. Delivering and managing IT applications that meet business needs, investing in suite of tools to reduce fragmentation and integration challenges leading to process standardisation across departments and improved user experience Transforming ACER into a data driven organisation that operates efficiently by boosting data analytics / AI capabilities reinforcing internal data governance and harmonising market data collection capabilities Operating under a secure and harmonized infrastructure, while exploring cloud migration options in line with ACER security standards, enabling disaster recovery and ensuring seamless operations across the whole Agency ACER to operate within a secure IT environment in compliance with ACER s Information security policies and to implement ISO 27001:2022 security standards ensuring confidentiality, integrity and availability of data and services at all time to all stakeholders 	
Main tasks/ processes	<ul style="list-style-type: none"> General IT management (strategy, governance, financial and human resources) Manage service planning and architecture Manage infrastructure and operations Manage IT security and risk Manage applications Manage IT portfolio and projects Manage Data and BI 	
Main outputs	<ul style="list-style-type: none"> New IT solutions and further development of IT products Service desk statistics report Annual ICT Action Plan Annual ICT Action Plan aligned with the Agency's ICT Strategy Weekly meeting of IT-Experts minutes/reports Information Communication Technology Steering Committee (ISC) meetings minutes/reports. 	
Indicators	Target	Means and frequency of verification
System availability and uptime	99%	Monthly system status reports Monthly performance monitoring
Level of implementation of core ITSM (ITIL) processes [None/Basic/Advanced/Full]	Advanced	ITIL methodology adopted
% of planned vs. delivered actions in the annual ICT Action Plan	90%	ISC meetings Minutes/reports
Average user satisfaction of incident tickets resolution	>4	Annual reports (Jira)
% of open tickets versus closed (rolling year)	90%	Monthly performance monitoring

2.5.7. Security (SAA.HO.07)

The *Security* activity ensures the protection of ACER's assets, personnel, and information through a comprehensive approach that integrates both *physical security* and *information security*. This includes safeguarding ACER's premises, personnel, and critical infrastructure, while also managing the confidentiality, integrity, and availability of its digital information and systems. The added value of this activity lies in protecting ACER from physical threats, cyberattacks, and unauthorized access, ensuring the agency's operational continuity and compliance with EU security standards.

The main challenges in 2025 include responding to evolving cyber threats and strengthening physical security protocols across ACER's facilities. Another challenge will be ensuring that security systems remain up to date with emerging regulations and best practices, particularly in terms of integrating physical and digital security measures into a cohesive risk management framework.

This activity supports all ACER's multi-annual objectives, and in particular *Ensure the resilience, efficiency, and agility of the Agency*, contributing to the agency's overall capacity to function securely and efficiently. It is aligned with the *ACER Regulation (EU) 2019/942*, the *EU Cybersecurity Strategy*, and relevant physical security standards, ensuring ACER meets EU requirements for the protection of critical infrastructure and information.

Table 68: Total resources allocated to SAA.HO.07 Security

Human resources (FTEs)	Financial resources (EUR)
4.1 (2.1 subsidy-funded; 2.0 fee-funded)	Subsidy 416,425 EUR; Fees 659,403 EUR

Table 69: SAA.HO.07 annual objective 1

Objective 1:	Enhance organizational security by integrating information and physical security measures to safeguard assets, data, and people.	
Expected results	<ul style="list-style-type: none"> Ensuring the security and safety of staff members as well as equipment, documents, information, files, etc. stored and used in the Agency's premises in line with the Agency's security policy and with EU applicable Regulations, as well as best practices issued by the main stakeholders in the area of Security, Information Security, Cybersecurity and Business Continuity (e.g. EC HR/DS, ENISA, CERT-EU and others). Ensuring appropriate security is in place for hybrid work practices, fits with purpose and is compliant with Policies and Regulations. Implementing and adapting current practices according to the Cybersecurity Regulation. 	
Main tasks/processes	<ul style="list-style-type: none"> Manage safety, security, and access to sites 	
Main outputs	<ul style="list-style-type: none"> Security incident reports Up to date security and fire safety rules Provision of trainings in the area of Physical security, Information security and Cybersecurity CISO reports Reports on operations/incidents/access rights and accounts Report on the regular check of safety and security of systems and equipment Report on annual fire drill exercise. 	
Indicators	Target	Means and frequency of verification
Number of information security breaches/incidents.	Fewer than in previous year	CAAR, annual
Main IT risks are included in the Agency's general risk register	Yes	CAAR, annual
Percentage of participants to training on IT security	80% of all staff	CAAR, annual
All security incidents have been analysed to improve IT security level (data protection, accessibility, confidentiality etc.)	Yes	CAAR, annual
Vulnerability scans have been performed yearly, with the follow-up of results	Yes	CAAR, annual

2.5.8. Assets and services (SAA.HO.08)

This activity is focused on the management of procurement, assets, and the working environment at ACER, ensuring operational efficiency, effectiveness, and compliance with EU regulations. It includes

procurement strategies, facility management, and resource optimization, all aimed at supporting the Agency’s objectives while enhancing its resilience and sustainability.

The added value of this activity lies in its contribution to cost savings through strategic sourcing, enhanced supplier management, risk reduction, and the provision of a safe and functional working environment. By efficiently managing assets and services, ACER can align its operations with strategic goals while maintaining compliance with legal mandates and regulatory standards.

In 2025, key challenges include:

- Procurement strategy evolution: evolving market conditions and regulatory changes may require ACER to adapt its procurement strategies swiftly to ensure continued cost efficiency and supplier performance.
- Sustainability and compliance: the pursuit of EMAS certification and climate neutrality will demand significant improvements in resource management, environmental practices, and infrastructure design, posing both operational and financial challenges.
- Workplace adaptation: as ACER grows, ensuring that the physical working environment supports staff well-being and productivity will require effective space planning and facility management.
- Supplier and risk management: ensuring reliable supplier relationships, performance monitoring, and reducing procurement-related risks will be crucial as ACER's needs and market conditions shift.
- Health and safety compliance: maintaining a safe working environment for both staff and visitors, especially in compliance with evolving health and safety regulations, will require continuous attention and resource allocation.

This activity supports ACER’s multi-annual objective *Ensure the resilience, efficiency, and agility of the Agency*. It is aligned with the ACER Regulation (EU) 2019/942 and the EU Financial Regulation (EU, Euratom) 2024/2509, ensuring that ACER’s procurement practices are transparent, accountable, and support tACER’s overall mission. Furthermore, the pursuit of EMAS certification and climate neutrality aligns with the EU’s sustainability and environmental goals.

Table 70: Total resources allocated to SAA.HO.08 Assets and services

Human resources (FTEs)	Financial resources (EUR)
6.2 (5.2 EU-funded; 1.0 fee-funded)	Subsidy 1,031,148 EUR; Fees 329,701 EUR

Table 71: SAA.HO.08 annual objective 1

Objective 1:	Optimize assets and services management through efficient procurement processes
Expected results	<ul style="list-style-type: none"> • Cost savings through strategic sourcing • Enhanced supplier relationships and performance • Reduced procurement-related risks • Optimized inventory and asset utilization • Increased stakeholder satisfaction
Main tasks/ processes	<ul style="list-style-type: none"> • Develop sourcing strategies • Develop procurement plan

	<ul style="list-style-type: none"> • Manage procurement procedures • Manage contracts / contractors 		
Main outputs	<ul style="list-style-type: none"> • Procurement plan • Procurement plan implementation reports 		
Indicators		Target	Means and frequency of verification
% of implementation of the adopted Procurement Plan		≥90%	Quarterly reports
FTE			5.1

Table 72: SAA.HO.08 annual objective 2

Objective 2: Provide staff and visitors with a functional, safe and healthy working environment			
Expected results	<ul style="list-style-type: none"> • The quality of facility management contributes to the efficiency and well-being of the Agency's staff and external experts, while reducing building and other service-related costs and environmental impact. • Ensure proper assets management in order to safeguard the property of the Agency and minimise fraud. 		
Main tasks/processes	<ul style="list-style-type: none"> • Manage spaces, infrastructure and assets • Manage offices and user services • Manage occupational health and safety of staff 		
Main outputs	<ul style="list-style-type: none"> • General annual report • Annual report (Jira) • Quality Management documentation and records (e.g. procedures, work instructions, etc.) • MS Teams channel content and announcements 		
Indicators		Target	Means and frequency of verification
% of delivered vs planned regular maintenance tasks		90%	Annual report
% of FM tickets closed		80%	Annual reports (Jira)
Average staff rating of incident tickets		>3.5	Annual reports (Jira)
FTE			1.1

**SECTION IV:
ANNEXES**



Annex I: Organisation chart (2024)

The organisation chart below reflects the situation as of December 2024:

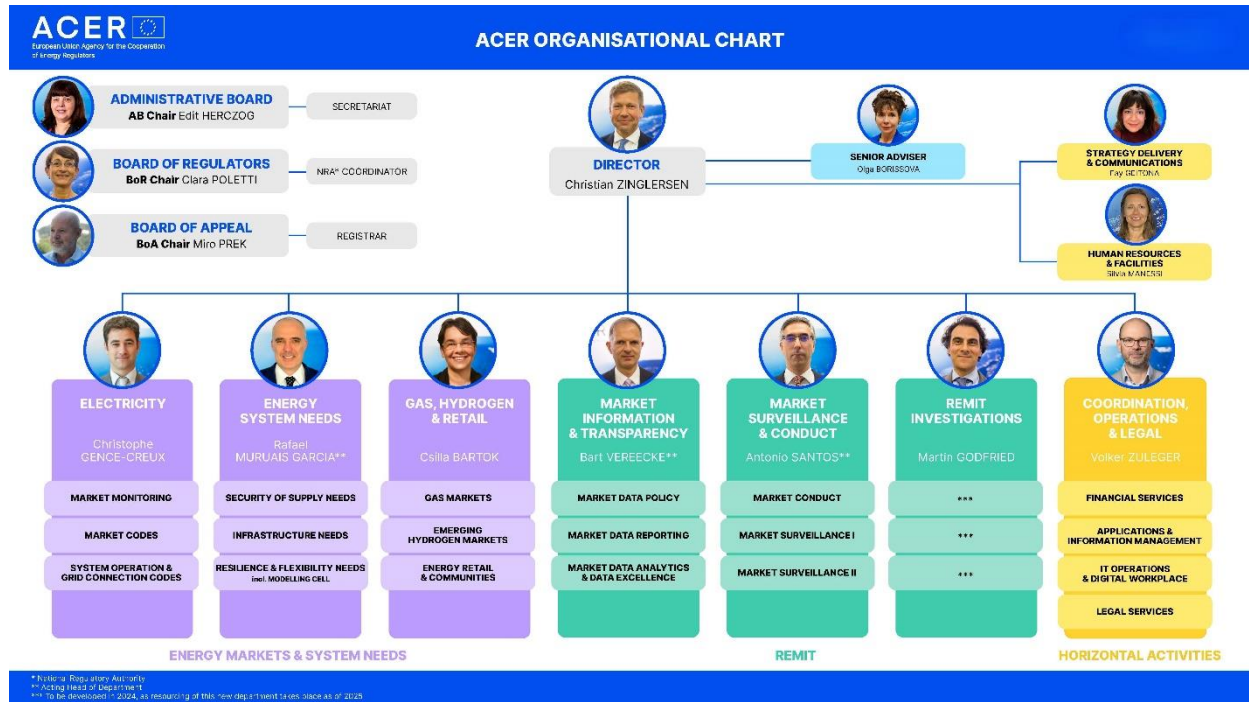


Figure 6: ACER's organisation chart

Table 73: Number of staff (headcount) in active service in the different departments/teams as of December 2024

Contract type/ Department	COL	DO	ELE	ESN	GHR	MIT	MSC	RI	Total
AD	14	11	14	11	8	12	16	1	87
AST	7	4	1		1	1			14
AST-SC	1						1		2
CA	15	4	8	6	2	4	4		43
SNE			1			1			2
Statutory Staff, SNEs	37	19	24	17	11	18	21	1	148
Interim	5	6	1		1	2	1		16
Trainee	2	4	5	3	4	5	4		27
GRAND TOTAL	44	29	30	20	16	25	26	1	191

Annex II: Resource allocation per SAA 2025-2027

Table 74: Resource allocation per SAA 2025-2027

	2024			2025			2026			2027		
	TA	CA & SNE (FTE)	Budget allocated	FTEs	CA & SNE (FTE)	Budget allocated	FTEs	CA & SNE (FTE)	Budget allocated	FTEs	CA & SNE (FTE)	Budget allocated
Internal electricity market	30		6,231,735									
Internal gas market, decarbonised gases and hydrogen	11		2,284,970									
Infrastructure and security of supply	25		5,193,113									
Market information and transparency	22		4,569,939									
Market surveillance and conduct	26		5,400,837									
REMIT investigations	0		-									
Horizontal tasks	53		11,009,399									
Total	167		34,689,993									
Policy development and regulatory cooperation (SAA.OP.01)				18.8	6.4	5,561,197	19.6	6.4	5,484,216	20.3	6.4	5,374,210
Issuing Agency acts (SAA.OP.02)				33.2	7.8	6,622,903	34.6	7.9	7,173,576	37.4	7.9	7,969,190
Monitoring, modelling and transparency (SAA.OP.03)				37.5	13.6	7,823,922	39.1	14.5	8,459,747	42.4	17.5	9,376,517
Regulatory oversight (SAA.OP.04)				32.3	6.2	9,939,775	39.5	8.2	11,572,971	45.8	9.2	12,621,514
Horizontal SAAs (SAA.HO)				63.2	21	15,173,626	64.2	20	15,261,937	64.2	20	15,037,147
Total				185	55	45,121,422	197	57	47,952,446	210	61	50,378,577

The table above provides aggregated human and financial resources per Strategic action area. The related justification and brief information on **HR and financial resources** are provided in Section II and in Section III for each Strategic action area. It includes the budget foreseen in the Commission's proposal for resources for the Agency.

With regard to new requests, the allocated staff is calculated as ½ FTE for the purposes of the Work programme 2025, although indicated in full in the table, on the assumption that staff will be recruited progressively throughout the year.

As explained under Section III.1, the allocation of resources (FTE of Temporary Staff, Contract Agents, and Seconded National Experts) against the different activities is carried out according to the methodology for Agencies job screening. Each job is identified according to one screening 'type': the three Screening *types* describe the general *role* of a job: **administrative support and coordination**, **neutral** and **operational**. Most jobs either fulfil an **operational** role, i.e., serving frontline activities (more or less directly serving the European citizen) or an **administrative support and coordination** role, as *enablers* of the operational jobs by being responsible e.g. for HR, ICT, logistics, etc. for their Agency. Financial management and control at Agency level and on-the-spot (external) audit are treated as **neutral**.

Annex III: Financial resources 2025-2027

The executed revenues, commitment, and payment appropriations of the year 2023, the approved budget of the year 2024, the estimated revenues and expenditures of the upcoming years, and the budget outturns from the previous year are presented in the below tables.

Table 75: Revenue (EU-financing and fee-financing)

REVENUES	2023	2024	2025		VAR 2025 / 2024 (%)	2026	2027
	Executed	Estimated by the Agency	Agency request	Budget forecast		Envisaged	Envisaged
1 REVENUE FROM FEES AND CHARGES	10,164,368	11,677,700	21,067,920	21,067,920	80.41%	22,060,633	22,910,773
2. EU CONTRIBUTION	18,786,993	22,331,904	23,417,551	23,417,551	4.86%	25,241,814	26,782,003
of which Administrative (Title 1 and Title 2)	7,999,049	17,838,760	20,931,651	20,931,651	17.34%	11,430,914	12,971,103
of which Operational (Title 3)	9,258,782	4,493,144	2,485,900	2,485,900	-44.67%	13,810,900	13,810,900
of which assigned revenues deriving from previous years' surpluses	1,529,162	476,978	348,562	348,562	-26.92%	-	-
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)		680,389	635,952	635,952	-6.53%	650,000	685,802
of which EFTA	467,943						
of which Candidate Countries							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES	29,419,304	34,689,993	45,121,422	45,121,422	30.07%	47,952,446	50,378,577

Table 76: Expenditure 2024 and 2025

Expenditure	2024 - estimated by the Agency		2025 – budget forecast	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	17,891,115	17,891,115	23,646,790	23,646,790
Title 2 - Infrastructure and operating expenditure	6,403,609	6,403,609	7,663,732	7,663,732
Title 3 - Operational expenditure	10,395,269	10,395,269	13,810,900	13,810,900
TOTAL REVENUES	34,689,993	34,689,993	45,121,422	45,121,422

Table 77: Expenditure (allocation of expenditure from fees and charges – commitment appropriations)

EXPENDITURE	COMMITMENT APPROPRIATIONS					2026	2027
	Executed budget 2023	FEES budget 2024	Draft Budget 2025		VAR 2025/ 2024	Envisaged	Envisaged
			Agency request for FEES	Budget forecast			
Title 1 - Staff expenditure	3,516,377	4,820,792	7,303,409	7,303,409	51.50%	8,296,122	9,496,263
11 Salaries & allowances	3,011,045	3,813,673	5,742,237	5,742,237	50.57%	6,479,460	7,479,601
- of which establishment plan posts	2,260,853	3,030,226	4,716,736	4,716,736	55.66%	5,428,322	6,106,181
- of which external personnel	750,192	783,447	1,025,501	1,025,501	30.90%	1,051,139	1,373,420
12 Expenditure relating to Staff recruitment	1,596	5,625	11,297	11,297	100.84%	11,297	11,297
12a Employer pension contribution		600,000	762,510	762,510	27.08%	1,000,000	1,200,000
13 Mission expenses		-	49,708	49,708		49,708	49,708
14 Socio-medical infrastructure	9,131	18,208	26,697	26,697	46.62%	26,697	26,697
15 Training	88,309	85,462	152,514	152,514	78.46%	152,514	152,514
16 External Services	335,153	226,495	394,337	394,337	74.10%	394,337	394,337
17 Receptions, events and representations	5,121	4,910	7,135	7,135	45.32%	7,135	7,135
18 Social welfare	2,544	6,436	12,486	12,486	94.01%	12,486	12,486
19 Other Staff related expenditure	63,479	59,983	144,486	144,486	140.88%	162,486	162,486
Title 2 - Infrastructure and operating expenditure	484,598	910,333	2,765,321	2,765,321	203.77%	3,065,321	3,215,321
20 Rental of buildings and associated costs	374,828	370,433	524,421	524,421	41.57%	824,421	974,421
21 Information and communication technology	55,573	277,714	654,708	654,708	135.75%	654,708	654,708
22 Movable property and associated costs	12,202	28,391	38,649	38,649	36.13%	38,649	38,649
23 Current administrative expenditure		75,513	154,880	154,880	105.10%	154,880	154,880
24 Postage / Telecommunications	13,057	1,601	1,070	1,070	-33.15%	1,070	1,070
25 Meeting expenses	28,937	42,693	58,701	58,701	37.50%	58,701	58,701
26 Running costs in connection with operational activities		113,988	1,332,892	1,332,892	1069.33%	1,332,892	1,332,892
27 Information and publishing							
28 Studies							
Title 3 - Operational expenditure	6,167,893	5,946,575	10,999,189	10,999,189	84.97%	10,699,189	10,199,189
Meetings	47,534	64,174			-100.00%	-	-
REMIT operations	5,372,530	5,723,269	10,145,000	10,145,000	77.26%	9,845,000	9,345,000
Translation expenses							
Expert consultations	747,829	42,688	854,189	854,189	1901.01%	854,189	854,189
Communication		116,444			-100.00%	-	-
TOTAL EXPENDITURE	10,168,868	11,677,700	21,067,920	21,067,920	80.41%	22,060,633	22,910,773

Table 78: Expenditure (allocation of expenditure from fees and charges – payment appropriations)

EXPENDITURE	PAYMENT APPROPRIATIONS					2026	2027
	Executed budget 2023	FEES budget 2024	Draft Budget 2025		VAR 2025/2024	Envisaged	Envisaged
			Agency request for FEES	Budget forecast			
Title 1 - Staff expenditure	3,516,377	4,820,792	7,303,409	7,303,409	51.50%	8,296,122	9,496,263
11 Salaries & allowances	3,011,045	3,813,673	5,742,237	5,742,237	50.57%	6,479,460	7,479,601
- of which establishment plan posts	2,260,853	3,030,226	4,716,736	4,716,736	55.66%	5,428,322	6,106,181
- of which external personnel	750,192	783,447	1,025,501	1,025,501	30.90%	1,051,139	1,373,420
12 Expenditure relating to Staff recruitment	1,596	5,625	11,297	11,297	100.84%	11,297	11,297
12a Employer pension contribution		600,000	762,510	762,510	27.08%	1,000,000	1,200,000
13 Mission expenses		-	49,708	49,708		49,708	49,708
14 Socio-medical infrastructure	9,131	18,208	26,697	26,697	46.62%	26,697	26,697
15 Training	88,309	85,462	152,514	152,514	78.46%	152,514	152,514
16 External Services	335,153	226,495	394,337	394,337	74.10%	394,337	394,337
17 Receptions, events and representations	5,121	4,910	7,135	7,135	45.32%	7,135	7,135
18 Social welfare	2,544	6,436	12,486	12,486	94.01%	12,486	12,486
19 Other Staff related expenditure	63,479	59,983	144,486	144,486	140.88%	162,486	162,486
Title 2 - Infrastructure and operating expenditure	484,598	910,333	2,765,321	2,765,321	203.77%	3,065,321	3,215,321
20 Rental of buildings and associated costs	374,828	370,433	524,421	524,421	41.57%	824,421	974,421
21 Information and communication technology	55,573	277,714	654,708	654,708	135.75%	654,708	654,708
22 Movable property and associated costs	12,202	28,391	38,649	38,649	36.13%	38,649	38,649
23 Current administrative expenditure		75,513	154,880	154,880	105.10%	154,880	154,880
24 Postage / Telecommunications	13,057	1,601	1,070	1,070	-33.15%	1,070	1,070
25 Meeting expenses	28,937	42,693	58,701	58,701	37.50%	58,701	58,701
26 Running costs in connection with operational activities		113,988	1,332,892	1,332,892	1069.33%	1,332,892	1,332,892
27 Information and publishing							
28 Studies							
Title 3 - Operational expenditure	2,238,045	5,946,575	10,999,189	10,999,189	84.97%	10,699,189	10,199,189
Meetings	44,034	64,174			-100.00%	-	-
REMIT operations	2,120,011	5,723,269	10,145,000	10,145,000	77.26%	9,845,000	9,345,000
Translation expenses							
Expert consultations	74,000	42,688	854,189	854,189	1901.01%	854,189	854,189
Communication		116,444			-100.00%	-	-
TOTAL EXPENDITURE	6,239,020	11,677,700	21,067,920	21,067,920	80.41%	22,060,633	22,910,773

Table 79: Expenditure (allocation of expenditure from EU budget contribution – commitment appropriations)

EXPENDITURE	COMMITMENT APPROPRIATIONS					Envisaged 2026	Envisaged 2027
	Executed budget 2023	Budget 2024	Draft Budget 2025		VAR 2025/2024		
			Agency request	Budget forecast			
Title 1 - Staff expenditure	11,506,645	13,070,323	16,343,381	16,343,381	25.04%	17,381,692	18,107,682
11 Salaries & allowances	10,129,096	11,207,430	14,455,636	14,455,636	28.97%	15,651,947	16,377,937
- of which establishment plan posts	7,877,254	8,936,624	11,409,195	11,409,195	27.67%	12,372,134	12,989,850
- of which external personnel	2,251,842	2,270,806	3,046,441	3,046,441	34.16%	3,279,813	3,388,086
12 Expenditure relating to Staff recruitment	4,794	20,725	26,703	26,703	28.84%	26,703	26,703
12a Employer pension contribution	-	-	-	-		-	-
13 Mission expenses	92,295	156,200	117,492	117,492		117,492	117,492
14 Socio-medical infrastructure	27,419	67,092	63,103	63,103	-5.95%	63,103	63,103
15 Training	265,195	314,898	360,486	360,486	14.48%	360,486	360,486
16 External Services	774,200	1,041,157	932,070	932,070	-10.48%	932,070	932,070
17 Receptions, events and representations	15,379	18,090	16,865	16,865	-6.77%	16,865	16,865
18 Social welfare	7,639	23,714	29,514	29,514	24.46%	29,514	29,514
19 Other Staff related expenditure	190,629	221,017	341,514	341,514	54.52%	183,514	183,514
Title 2 - Infrastructure and operating expenditure	4,652,903	5,493,276	4,898,411	4,898,411	-10.83%	5,398,411	5,748,411
20 Rental of buildings and associated costs	1,125,620	1,364,926	1,239,541	1,239,541	-9.19%	1,739,541	2,089,541
21 Information and communication technology	729,953	1,273,286	1,547,492	1,547,492	21.54%	1,547,492	1,547,492
22 Movable property and associated costs	36,645	104,609	91,351	91,351	-12.67%	91,351	91,351
23 Current administrative expenditure	401,536	278,237	366,080	366,080	31.57%	366,080	366,080
24 Postage / Telecommunications	39,210	5,899	2,530	2,530	-57.12%	2,530	2,530
25 Meeting expenses	763,898	1,246,307	1,181,509	1,181,509	-5.20%	1,181,509	1,181,509
26 Running costs in connection with operational activities	1,556,041	1,220,012	469,908	469,908	-61.48%	469,908	469,908
27 Information and publishing	-						
28 Studies	-						
Title 3 - Operational expenditure	3,090,889	4,448,694	2,811,711	2,811,711	-36.80%	3,111,711	3,611,711
Meetings	129,086	107,326	308,400	308,400	187.35%	308,400	308,400
REMIT operations	532,789	2,439,000	1,180,000	1,180,000	-51.62%	1,480,000	1,980,000
Translation expenses	91,981	316,000	135,000	135,000		135,000	135,000
Expert consultations	1,930,361	1,157,312	950,811	950,811	-17.84%	950,811	950,811
Communication	406,672	429,056	237,500	237,500	-44.65%	237,500	237,500
TOTAL EXPENDITURE	19,250,436	23,012,293	24,053,502	24,053,502	4.52%	25,891,814	27,467,804

Table 80: Expenditure (allocation of expenditure from EU budget contribution – payment appropriations)

EXPENDITURE	PAYMENT APPROPRIATIONS					Envisaged 2026	Envisaged 2027
	Executed budget 2023	Budget 2024 (subsidy)	Draft Budget 2025		VAR 2025/2024		
			Agency request	Budget forecast			
Title 1 - Staff expenditure	11,240,374	13,070,323	16,343,381	16,343,381	25.04%	17,381,692	18,107,682
11 Salaries & allowances	10,072,115	11,207,430	14,455,636	14,455,636	28.98%	15,651,947	16,377,937
- of which establishment plan posts	7,820,273	8,936,624	11,409,195	11,409,195	27.67%	12,372,134	12,989,850
- of which external personnel	2,251,842	2,270,806	3,046,441	3,046,441	34.16%	3,279,813	3,388,086
12 Expenditure relating to Staff recruitment	4,794	20,725	26,703	26,703	28.84%	26,703	26,703
12a Employer pension contribution	-	-	-	-		-	-
13 Mission expenses	86,667	156,200	117,492	117,492		117,492	117,492
14 Socio-medical infrastructure	21,906	67,092	63,103	63,103	-5.95%	63,103	63,103
15 Training	160,811	314,898	360,486	360,486	14.48%	360,486	360,486
16 External Services	686,057	1,041,157	932,070	932,070	-10.48%	932,070	932,070
17 Receptions, events and representations	14,106	18,090	16,865	16,865	-6.77%	16,865	16,865
18 Social welfare	3,289	23,714	29,514	29,514	24.46%	29,514	29,514
19 Other Staff related expenditure	190,629	221,017	341,514	341,514	54.52%	183,514	183,514
Title 2 - Infrastructure and operating expenditure	2,630,280	5,493,276	4,898,411	4,898,411	-10.83%	5,398,411	5,748,411
20 Rental of buildings and associated costs	1,039,416	1,364,926	1,239,541	1,239,541	-9.19%	1,739,541	2,089,541
21 Information and communication technology	343,530	1,273,286	1,547,492	1,547,492	21.54%	1,547,492	1,547,492
22 Movable property and associated costs	23,287	104,609	91,351	91,351	-12.67%	91,351	91,351
23 Current administrative expenditure	349,222	278,237	366,080	366,080	31.57%	366,080	366,080
24 Postage / Telecommunications	34,936	5,899	2,530	2,530	-57.12%	2,530	2,530
25 Meeting expenses	573,318	1,246,307	1,181,509	1,181,509	-5.20%	1,181,509	1,181,509
26 Running costs in connection with operational activities	266,570	1,220,012	469,908	469,908	-61.48%	469,908	469,908
27 Information and publishing							
28 Studies							
Title 3 - Operational expenditure	806,840	4,448,694	2,811,711	2,811,711	-36.80%	3,111,711	3,611,711
Meetings	116,205	107,326	308,400	308,400	187.35%	308,400	308,400
REMIT operations	233,642	2,439,000	1,180,000	1,180,000	-51.62%	1,480,000	1,980,000
Translation expenses	68,451	316,000	135,000	135,000		135,000	135,000
Expert consultations	341,829	1,157,312	950,811	950,811	-17.84%	950,811	950,811
Communication	46,714	429,056	237,500	237,500	-44.65%	237,500	237,500
TOTAL EXPENDITURE	14,677,493	23,012,293	24,053,502	24,053,502	4.52%	25,891,814	27,467,804

Table 81: Budget outturn and cancellation of appropriations 2021-2023

Budget outturn	2021	2022	2023
Revenue actually received (+)	23,603,506	24,820,954	29,587,586
Payments made (-)	- 15,566,618	-17,410,054	-20,916,513
Carry-over of appropriations (-)	- 6,646,518	-7,236,287	-8,502,910
Cancellation of appropriations carried over (+)	138,968	302,366	180,404
Exchange rate differences (+/-)	- 177	-1	-4
TOTAL	1,529,162	476,978	348,562

Descriptive information and justification on budget outturn, cancelation of commitment appropriations, cancelation of payment appropriations for the year and payment appropriations carried over:

For the financial year 2023 the Agency's total revenue of 29,587,586.14 EUR. The Agency made payments of 20,916,513.26 EUR and carried forward into 2024 the balances of open commitments of 8,502,910.48 to honour the obligations stemming from its concluded contracts. At the end of the 2023 financial year the Agency cancelled appropriations amounting to 180,403.69 EUR mainly due to lower actual consumption of planned trainings for staff (27k), temporary workers (17k), IT subscriptions (20k), telecommunication services (9k), transportation (11k), expert consultations (70k) and some other minor expenditure from several budget lines (26k). The Agency will be returning to the general budget 348,562.48 EUR during 2024.

Annex IV: Human resources – quantitative

Table 82: Staff population and its evolution – statutory staff and SNE

Staff	2023			2024	2025	2026	2027
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12/2023 ²²	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	78	77	99%	96	105	114	122
Assistants (AST)	13	12	92%	16	19	19	19
Assistants/Secretaries (AST/SC)	0	0	0	2	6	7	8
Total establishment plan posts	91²³	89	98%	114²⁴	130	140	149
EXTERNAL STAFF	FTEs corresponding to the authorised budget	Executed FTE as of 31/12/2023	Execution rate %	FTEs corresponding to the authorised budget	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	37	35.37	98%	43	49	51	55
Seconded National Experts (SNE)	10	6.43	64%	10 ²⁵	6	6	6
Total external staff	47	41.8	91%	53	55	57	61
TOTAL STAFF	138	130.8	95%	167	185	197	210

Additional external staff expected to be financed from grant, contribution or service-level agreements: **0**

Number of structural service providers²⁶: **0**

Table 83: Staff population and its evolution – other human resources: interim workers

	Total FTEs in 2023
Number	14.2

²² The overall data regarding the authorised budget included the Decarbonisation's positions allocated to the Agency, but under reserve

²³ According to AB Decision No. 20/2022 of 15 December 2022 on the adoption of the budget and establishment plan for 2023, the number of TA posts was set at 96. This number was subsequently reduced to 91 authorized TA posts for 2023 by Decision No. 14/2023, published on 26 October 2023, which amended AB Decision No. 20/2022.

²⁴ According to AB Decision No. 17/2023 of 13 December 2023 on the adoption of the budget and establishment plan for 2024, the number of TA posts was initially set at 107. This was later increased to 114 posts by Decision No. 05/2024 of 19 June 2024.

²⁵ Out of the 10 Seconded National Experts (SNEs), four are employed under a CA contract.

²⁶ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

Table 84: Multi-annual staff policy plan years 2025-2027

Function group and grade	2023				2024		2025 ²⁷		2026		2027	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16												
AD 15		1				1		1		1		1
AD 14				1								
AD 13		4		3		5		5		5		5
AD 12		3		1		3		3		3		3
AD 11		7		3		7		10		10		10
AD 10		6		5		6		9		9		9
AD 9		9		11		8		7		7		7
AD 8		16		7		17		27		27		27
AD 7		19		26		25		20		20		20
AD 6		6		9		8		12		12		12
AD 5		7		11		16		11		20		28
AD TOTAL		78		77		96		105		114		122
AST 11												
AST 10												
AST 9												
AST 8												
AST 7						1		1		1		1
AST 6		3		1		5		4		4		4
AST 5		6		3		3		3		3		4
AST 4		4		4		6		8		8		7
AST 3				4		1		3		3		3
AST 2												
AST 1												
AST TOTAL		13		12		16		19		19		19
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2						1		5		5		5
AST/SC 1						1		1		2		3

²⁷ The Agency calculates the evolution of its posts on an annual basis, taking into consideration the additional new positions granted under various legislative packages and the career of its staff. Given that many staff members have been employed for a long time, considering the very low turnover, and taking into consideration the average permanence in the grade, the Agency's needs in term of grades in the establishment plan are indicated in the yearly programming document. When positions become available by way of mobility or resignations, the Agency always publishes the non-managerial ones in the entry grades as determined in the Staff Regulations.

AST/SC TOTAL		0		0		2		6		7		8
TOTAL		91²⁸		89		114		130		140		149

Table 85: Multi-annual staff policy plan years 2025-2027 – external personnel: Contract Agents

Contract agents	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026	FTE corresponding to the authorised budget 2027
Function Group IV	32	30	35	41	40	46	50
Function Group III	5	4.9	5	5	5	5	5
Function Group II		0.5	1	1			
Function Group I							
TOTAL	37	35.4	41	47	45	51	55

Table 86: Multi-annual staff policy plan years 2025-2027 – external personnel: Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026	FTE corresponding to the authorised budget 2027
TOTAL	10	6.43	6	6	6	6	6

Table 87: Recruitment forecasts for year 2025 following retirement/Mobility or new requested posts²⁹

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication *		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Policy Officer		9	AD5 – AD7	AD7	
Assistant Secretary		4	AST/SC	AST/SC2	
Assistant		3	AST3 - AST4	AST3	
Agent		2			FGIV

Number of inter-agency mobility 2024 from and to the Agency: **0**

²⁸ According to AB Decision No. 20/2022 of 15 December 2022 on the adoption of the budget and establishment plan for 2023, the number of TA posts was set at 96. This number was subsequently reduced to 91 authorized TA posts for 2023 by Decision No. 14/2023, published on 26 October 2023, which amended AB Decision No. 20/2022.

²⁹ Information on the entry level for each type of posts: Indicative table

Annex V: Human resources – qualitative

A. Recruitment policy

Table 88: Implementing rules in place (recruitment policy)

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model decision C(2018)2542	x		
Type of posts	Model Decision C(2018)8800		x	Commission Decision C(2013) 8979 – by analogy

B. Appraisal and reclassification/promotions

Table 89: Implementing rules in place (appraisal and reclassification/promotions)

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560	x		
Reclassification of CA	Model Decision C(2015)9561	x		

Table 90: Reclassification of TA/promotion of officials³⁰

Grades	Average seniority in the grade among reclassified staff						Actual average over 5 years	Average over 5 years (According to decision C(2015)9563)
	2020	2021	2022	2023	2024			
AD05	2.56	2.29	2.69	5.87	5.31	2.97	2.8	
AD06	2.75	3.00	3.00	2.49	2.49	3.18	2.8	
AD07	3.36	3.00	3.00	2.5	2.37	2.92	2.8	
AD08	3.10	3.59	3.00	2.58	2.58	3.03	3	
AD09	3.00	3.67	n/a	n/a	n/a	3.50	4	
AD10	n/a	n/a	3.00	n/a	n/a	4.00	4	
AD11	n/a	4.13	n/a	n/a	n/a	4.12	4	
AD12	n/a	n/a	6.75	n/a	n/a	6.75	6.7	
AD13								
AST1								

³⁰ Staff members pending confirmation of their ability to work in third language were not included.

Grades	Average seniority in the grade among reclassified staff						Actual average over 5 years	Average over 5 years (According to decision C(2015)9563)
	2020	2021	2022	2023	2024			
AST2								
AST3	2.64	2.67	2.33	2.41	4.05		3.87	3
AST4	3.00	n/a	4.33	n/a	3.91		3.78	3
AST5	n/a	4.00	n/a	n/a	7.85		7.85	4
AST6					2.00		2.00	4
AST7								
AST8								
AST9								
AST10 (Senior assistant)								
AST/SC1								
AST/SC2								
AST/SC3								
AST/SC4								
AST/SC5								

Table 91: Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2022	How many staff members were reclassified in 2023	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16	0.29			Between 5 and 7 years
	15	3.00	1	4.00	Between 4 and 6 years
	14	4.58	4	2.58	Between 3 and 5 years
	13	5.33	3	3.05	Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10				Between 5 and 7 years
	9				Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6				Between 6 and 10 years
	5				Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

C. Gender Representation

Table 92: Data regarding gender representation on 31/12/2023 /statutory staff (only officials, AT and AC)

		Official		Temporary		Contract Agents ³¹		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level			21	24%	14	34%	35	27%
	Assistant level (AST & AST/SC)			9	10%	4	10%	13	10%
	Total			30	34%	18	44%	48	37%
Male	Administrator level			56	63%	21	51%	77	59%
	Assistant level (AST & AST/SC)			3	3%	2	5%	5	4%
	Total			59	66%	23	56%	82	63%
GRAND TOTAL			89	100%	41	100%	130	100%	

Table 93: Data regarding gender evolution over 5 years of the Middle and Senior management³²

	2019		2023	
	Number	%	Number	%
Female managers	1	16.66	2	40
Male managers	5	83.33	3	60

Action taken concerning gender imbalance:

The Agency is conscious of importance of gender equality and of fair and equal representation of both genders at all levels. It is committed to striving towards remedying current imbalance across all Departments. It should be noted however that the members of ACER's Senior Management Team are contractually bound to the Agency, which restricts near-term choices and adjustments at management level.

The Agency already has in place Rules of Procedure for the selection of Temporary and Contract Staff, according to which it "is an equal opportunities employer". According to the same rules, when appointing the Selection Committee, the AACC needs to give consideration to the diversity in its composition, fostering to the extent possible, gender, age and geographical balance. Furthermore, the Agency publishes all its Selection Notices with a gender-neutral voice.

³¹ Data includes maternity replacements

³² Staff who is defined as middle manager by the applicable General Implementing provisions on middle management

The Agency also developed a Leadership pipeline project, with the main goal to build, develop and foster a pipeline of skilled leaders. Within the project, the Agency plans to invest in leadership development and training opportunities for all colleagues. The Agency will endeavour to identify and communicate relevant career paths and stepping-stones for leadership roles. This is viewed as a possible way to help promote female colleagues to leadership positions.

Recently, the Agency also established an internal working group for Diversity and Inclusion. Main goal of the group is to foster diversity and inclusion, develop best practices and work towards their implementation. The Agency believes that this could also help in improving the current imbalance.

The Agency is considering several, additional, measures for addressing the matter in question:

- Developing Gender Equality Strategy for the Agency (setting the priorities, goals, and commitment of the Agency over a 5-year period)
- Developing Mentorship programmes for Female leaders (targeted training for future female managers, including mentoring, coaching and career guidance)
- Commitment to including a target number of female candidates for leadership position appointments.

All proposed measures are still under consideration since they require Agency's resources (human and financial) and need alignment and coordination with the policies and rules already in place.

D. Geographical balance

Table 94: Data regarding geographical balance on 31/12/2023 – statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number ³³	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	2	1.8%			2	1.5%
Belgium	8	7.1%			8	6.2%
Bulgaria	2	1.8%			2	1.5%
Cyprus	1	0.9%			1	0.8%
Czech Republic	2	1.8%			2	1.5%
Germany	5	4.5%			5	3.8%
Denmark	1	0.9%			1	0.8%
Spain	10	8.9%	1	5.5%	11	8.5%
France	4	3.6%	1	5.5%	5	3.8%
Greece	10	8.9%	2	11%	12	9.2%

³³ Including maternity replacement

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number ³³	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Croatia	5	4.5%	1	5.5%	6	4.6%
Hungary	4	3.6%	1	5.5%	5	3.8%
Ireland	2	1.8%			2	1.5%
Italy	16	14.1%	1	11%	17	13.4%
Lithuania	1	0.9%	1	5.5%	2	1.5%
Netherlands	2	1.8%			2	1.5%
Portugal	2	1.8%			2	1.5%
Poland	6	5.4%			6	4.6%
Romania	1	0.9%			1	0.8%
Sweden	2	1.8%			2	1.5%
Slovenia	25	22.3%	10	56%	35	26.9%
Slovakia	1	0.9%			1	0.8%
TOTAL	112	100%	18	100%	130	100%

Table 95: Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2019		2023	
	Number	%	Number	%
Slovenia	24	26%	35	27%

E. Schooling

Table 96: Agreement in place with European School(s)

Contribution agreements signed with the EC on type I European schools	Yes		No	X
Contribution agreements signed with the EC on type II European schools	Yes	X	No	
Number of service contracts in place with international schools:	5			
Description of any other solutions or actions in place:				
<p>As established in the Seat Agreement (Article 13) between the Slovenian Government and the Agency, the Government shall establish a European School within the public school network in Slovenia, in accordance with the Convention defining the Statute of the European Schools and with the programmes of European schools. European Schools provide multilingual tuition in all EU languages and offer the European Baccalaureate recognised in all Member States. Staff members of the EU Institutions, including the agencies, should enjoy free access to European Schools (school fees and transport included).</p> <p>Progress was achieved in 2018, as the setting of the Accredited European School of Ljubljana (AES) was decided and the school became operational as of 3 September 2018, with entry grades at the P1 and P2 levels (corresponding to Grade 1 and 2 of Elementary School). The auditing process for accreditation of the school started in September 2018, the accreditation process was finalised with the decision of the Board of Governors of the European Schools, in April 2019. The financial agreement with the European Commission was signed in the course of fall 2019.</p> <p>Since for the time-being the AES offers classes at the P1-P5 levels and S1-S3 level. The Agency's staff members whose children are not eligible for those classes, are obliged to send their children to international schools. Until the AES offers a complete education cycle at the pupil's level, and given the school fees charged by the international schools in Ljubljana, there was a need to address the unequal conditions, to which the staff of the Agency is subject. To address this, the Administrative Board adopted Decision AB no 5/2018 of 7 June 2018 establishing measures to support the staff of the Agency with regard to kindergarten and school fees. In line with the decision, the Agency provides financial support to afore mentioned staff members, until the AES offers a complete education cycle at pupil's level. This approach is in line with the eligibility for the education allowance, as applied by the European Commission's Office for the Administration and Payment of Individual Entitlements. As per specific provisions of the decision, the Agency covers kindergarten and school fees for each eligible child, exceeding the sum of the allowances received by staff member, as per the Internal Commission Directive (Conclusion No 257/09 revised) and under the provisions of the Staff Regulations. Financial contribution, granted by the Agency, is paid directly to the schools kindergarten on the basis of concluded service agreements.</p> <p>In both cases (European section or international school programmes), the Agency includes the budgetary credits necessary to cover its financial contribution in the provisional draft budget sent to the budgetary authority in the framework of the annual budgetary procedure. The Agency also transmits full information on the measures planned to the budgetary authority.</p> <p>It should be noted that the funds to cover the costs of the Agency's children to the European School Ljubljana should be covered by the European subsidy.</p> <p>There are two private international schools in Ljubljana (British and French), as well as international sections in the national school system, both at primary and secondary level. There are also four universities in Slovenia, amongst others the University of Ljubljana with 23 faculties and 3 art academies.</p>				

Annex VI: Environment management

The Agency is in the process of aligning its internal processes to good practices, such as the Eco-Management and Audit Scheme (EMAS) standards, with a view to reduce the environmental impact of its administrative operations on the environment. The Agency organises its efforts related to environmental impact assessment along six (6) action domains and acts along 17 action points which aim at reducing the Agency's environmental impact. More specifically:

1. DESIGN SUSTAINABLE BUILDINGS AND WORKING SPACE
 - 1.1. Rental of green and sustainable office premises
2. OPTIMISE ENERGY CONSUMPTION AND SYSTEMS
 - 2.1. Optimisation of lighting systems with energy saving automations
 - 2.2. Optimisation of lighting systems with energy saving lightbulbs
 - 2.3. Training staff on the impact of individual actions for reducing carbon footprint (on how to be more carbon accountable)
 - 2.4. Consider using more cloud resources and reduce the install-base needed in the Data Centre, thus lowering the amount of power and cooling capacity
 - 2.5. Procuring electricity from a provider that offers 100% share of RES
3. RECONSIDER AIR TRAVEL AND PROMOTE LOW CARBON TRAVEL MODES
 - 3.1. Upgrading the telepresence and video conferencing capabilities
 - 3.2. Reconsider business travel for staff and for meeting participants - for example by introducing threshold / selection criteria (tCO₂e of flight) in the booking phase of missions to allow a conscious choice
 - 3.3. Introduce carbon offset for necessary business travel by donating to projects that reduce GHG
 - 3.4. Adopt a checklist for the organisation of sustainable meetings and events
4. REDUCE COMMUTING EMISSIONS
5. REDUCE PURCHASE AND CONSUMPTION GHG EMISSIONS
 - 5.1. Consider further digitalisation of administrative workflows, which would allow a truly paperless office where technically feasible
 - 5.2. Consider removing private/local printers and introduce secure, centralized and energy-saving printing services
 - 5.3. Include environmental aspects in the future tenders of the Agency
6. MANAGE & COMMUNICATE
 - 6.1. Participation and contribution to the Greening Network, attendance on meetings
 - 6.2. Sharing of good practices
 - 6.3. Competition among staff and volunteering for a green change
 - 6.4. Public communication on the greening efforts of the Agency

In line with its proactive approach to environmental challenges, the Agency is also participating in the Greening Network initiative of the European agencies where environmental issues are discussed and experiences as well as best practices are shared, including how to increase environmental awareness and responsibility, as well present issues related to environmental management implementation.

The Agency is currently not EMAS registered or ISO14001 certified. The Agency has the possibility to order consultancy services under the interinstitutional FWC for consultancy services on carbon footprint calculation, offsetting of carbon emissions and EMAS certification.

The Agency acknowledges the growing significance of EMAS certification as a marker of environmental commitment and intends to incorporate the process of EMAS certification into its strategic agenda within

the available resources. Despite its importance, budget constraints necessitate careful consideration of competing priorities. The pursuit of EMAS certification aligns with the Agency's commitment to responsible practices, and the Agency remains open to collaborative and resourceful solutions to ensure its successful integration into its organizational framework.

In 2025 and beyond the Agency will further improve its green environment strategy, update and adopt further environmental strategies and will be regularly collecting ideas that support this initiative from its staff.

Annex VII: Building policy

Table 97: Current building(s)

#	Building name and type	Location	SURFACE AREA (in m ²)			RENTAL CONTRACT					Host country (grant or support)
			Office space	Non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	TR3, office building	Trg republike 3, 1000 Ljubljana, Slovenia	3,280.34	505.96	3,786.30	749,687.40	Rental for five (5) years in total with the possibility for an extension, until 31.01.2029.	Lease contract	Yes.	Upon giving twelve (12) months prior written notice, the Agency is entitled to terminate the contract in the events specified in the lease contract.	Not applicable.
TOTAL as of 01 February 2024			3,280.34	505.96	3,786.30	749,687.40					

Since February 2014 the Agency is seated in its permanent premises in Ljubljana (Slovenia), first rented for a period of 10 years, which expired on 31st January 2024 without the possibility for additional extension. The Agency concluded a new rental contract for the duration of 5 years, without the possibility for extension.

From 2024, The Agency is proactively engaging in strategic preparations for the future rental contract to ensure seamless and effective implementation. The relevant information regarding implementation of new building projects is submitted to the European Parliament and the Council under the procedure established in Article 266 of Regulation (EU, Euratom) 2018/1046.

In 2025, the Agency will keep its liaison office in Brussels (Belgium) with two staff members assigned to it. The office hosted there is made available, free of charge, by the Council of European Energy Regulators (CEER) as contribution in kind to the work of the Agency. The IT and information resources are shared with the liaison office, which represents an indispensable part of the Agency structure. Temporary secondment of staff to the liaison office might be implemented, as appropriate and needed.

Annex VIII: Privileges and immunities

The Protocol on the Privileges and Immunities of the European Union governs the status of the European Institutions and their staff in relation to the Member States. Thus, the protocol applies in full to the Agency and its staff.

The relations between the Agency and its host country, as well as particular rules and privileges applicable to Agency staff in Slovenia, are governed by the Seat Agreement between the Slovenian Government and the Agency for the Cooperation of Energy Regulators, signed in Ljubljana on 26 November 2010.

Table 98: Privileges and Immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<ul style="list-style-type: none"> • Inviolability of premises and archives • Facilitations for communication Security • Direct exemption from taxes 	<ul style="list-style-type: none"> • Staff immunity from Slovenian jurisdiction regarding acts carried out in the official capacity • Exemption from national taxes on salaries and wages • Staff exemption from import taxes and duties on personal effects in the first year • Exemption from social security contribution towards Slovenian schemes • Director and Heads of Departments holding Diplomatic status 	<p>The government of Slovenia established a European School of Ljubljana (ESL) with two language sections – EN and SI for P1 and P2 grades. The Agency will cover the school fees to the ESL once a financing agreement is signed with the European Commission after the accreditation of the ESL.</p>

Annex IX: Evaluations

Monitoring, measurement, analysis, and evaluation are vital to ensure the achievement of the Agency's objectives and implement improvements.

Monitoring of the Agency's work programme implementation

The Agency has an internal monitoring system based on a 'traffic lights' approach through which Key Performance Indicators (KPIs) are monitored. Specific tasks and performance indicators (PIs) are monitored at the department level. The traffic lights system ensures that the results achieved and deadlines met in relation to the objectives are monitored on a quarterly basis at the coordination and management meetings, with measures taken in case the objectives are at risk of not being met.

Stakeholder surveys

ACER monitors stakeholders' perceptions of the degree to which their needs and expectations have been fulfilled. The results are then used to tailor ACER's engagement approach. A biennial stakeholder survey has been in place since 2020. It is aimed at representatives of different organisations (e.g. EU institutions, bodies or agencies, European sector associations, industry, non-governmental organisations, academia, etc.).

Staff Engagement Survey

The Survey is conducted by the HRM Team in collaboration with the University of Ljubljana on a biennial basis. The purpose of the survey is to identify factors that affect overall employee satisfaction and workplace engagement. This information provides insights into employee preferences and highlights key areas that an organisation should consider when developing and promoting organizational improvement initiatives.

Ex-post evaluations of Framework Guidelines (FGs) and Network Codes (NCs)

The Agency developed indicators for the ex-post evaluations of the network codes. After the release of the study for a methodology proposal to evaluate the impact of the Gas NCs and Guidelines in 2015, the Agency through case studies or in-depth analysis described the effect of the network codes in the dedicated sections of the Market Monitoring Reports and stand-alone monitoring reports for the implementation of the Congestion Management Guidelines, Capacity Allocation Mechanisms and Balancing Codes.

The proposed indicators should not be used in isolation to draw conclusions regarding market impacts of NCs and GLs, but rather be looked at in combination and interpreted in the light of market fundamentals. These indicators are used by ACER in its annual Market Monitoring Report to measure the economic impact of NCs/GLs and its use will gradually increase over time. Further details are available on the [Agency's website](#).

Annex X: Strategy for the organisational management and internal control systems

The Agency's Governance

- The [Director](#) manages and represents the Agency.
- The [Administrative Board](#) (AB) is responsible for the Agency's governance as well as all administrative and budgetary activities. The AB members are appointed by the European Commission, the European Parliament and the Council of the European Union.
- The [Board of Regulators](#) (BoR) is in charge of the regulatory policy and overseeing all the activities connected. The BoR is composed by senior representatives of the National Regulatory Authorities (NRAs) for energy of the 27 Member States and non-voting representatives from EEA EFTA States, the European Commission and the EFTA Surveillance Authority.
- The [Board of Appeal](#) (BoA) deals with complaints lodged against [ACER decisions](#). It is independent from the administrative and regulatory boards.
- The [ACER Working Groups](#) advise the ACER Director and the Board of Regulators on the regulatory activities of the Agency. The Working Groups are composed of representatives of ACER, national regulators, and the European Commission.

ACER staff is organised into [7 departments](#).

ACER's Internal Control Framework

In 2018 ACER adopted [Decision No 17/2018 of the Administrative Boards of the Agency for the Cooperation of Energy Regulators on the Internal Control Framework of the Agency](#).

The internal control framework of the Agency is designed to provide reasonable assurance regarding the achievement of objectives, including the following:

- Effectiveness, efficiency, and economy of operations;
- Reliability of reporting and safeguarding of assets and information;
- Prevention, detection, correction and follow-up of fraud and irregularities; and
- Adequate management of the risks relating to the legality and regularity of the underlying transactions³⁴.

Internal control helps ACER to achieve its objectives and sustain operational and financial performance whilst respecting rules and regulations. Internal control supports sound decision-making by taking into account risks in the achievement of objectives and where necessary, reducing them to acceptable levels through cost-effective controls.

The ACER Internal Control Framework is based on the [Framework of the European Commission](#). The framework consists of 5 components and 17 Internal Control Principles.

The effectiveness of the internal control is assessed annually via Internal Control Indicators and reported in the [Consolidated Annual Activity Report](#).

³⁴ Art. 30 Internal Control of Budget Implementation, Financial Regulation of ACER, Decision AB No 22/2013.

ACER's Anti-Fraud Strategy 2022-2024

The Agency has an [Anti-Fraud Strategy](#) in place, covering the period 2022–2024. In the latest anti-fraud strategy ACER has decided to concentrate its efforts on achieving the following strategic objectives:

1. Maintain and enhance an anti-fraud culture underpinned by high levels of awareness, integrity, impartiality and transparency within the organisation.
2. Strengthen measures for detection of suspicious behaviours, including through maintaining an efficient system for internal reporting and handling of suspected irregularities.
3. Implement all actions necessary for fraud risk mitigation, also identified through internal assessments and external audits.

At the time of writing, the final draft of the Anti-Fraud Strategy 2025-2027 has been submitted for the approval of the AB in December 2024.

Measures to prevent cases of conflict of interest

As of 2015, the Agency implements a [Policy for the Prevention and Management of Conflicts of Interest](#). By 31 January of each year, the Agency's senior management, members and alternates of the AB, BoR and BoA as well as Agency Working Group Chairs and Vice-Chairs and the Task Force Convenors must submit their declarations of Interest (Dols). The Dols are subsequently processed by review panels and, in case of conflicts of interest, appropriate measures are taken. The Dols of Board members, those of the Agency's management (Director and Heads of Department), and those of Agency Working Group Chairs and Task Force Convenors are published on the Agency's website. The AB adopted [more stringent guidelines](#) for the Prevention and Management of Conflicts of Interest for AB and BoA members/alternates in December 2022.

Furthermore, the Director adopted Guidelines on prevention and management of conflicts of interest concerning staff members involved in selection, recruitment or reclassification procedures in 2018.

Risk management

Risk assessment and management has been an integral part of ACER's planning and reporting processes since 2012 and is governed by internal Risk Management Guidelines.

A risk management exercise is conducted at least once a year (Q1). A mid-term risk management exercise is also performed during Q3. Identified risks are assessed based on their potential impact on the organisation (scale 1 to 5) and likelihood that risks will materialise (scale 1 to 5). Multiplication of the two indicators yields the risk level. Risks for which residual risk levels amount to 20 or higher are considered critical. All risks are captured in the Risk register under the supervision of the Internal Control Coordinator.

Fraud risk assessment is an integral part of the general risk management process.

Ex-ante and retrospective evaluations of significant spending

In accordance with Article 29(1) of the [Agency's Financial Regulation](#), the Agency undertakes ex-ante and retrospective evaluations of all programmes and activities which entail significant spending.

Ex-ante evaluations supporting the preparation of programmes and activities are based on evidence, if available, on the performance of related programmes or activities and identify and analyse the issues to

be addressed, the added value of Union involvement, objectives, expected effects of different options and monitoring and evaluation arrangements.

Retrospective evaluations assess the performance of the programme or activity, including aspects such as effectiveness, efficiency, coherence, relevance, and EU added value. Retrospective evaluations are based on the information generated by the monitoring arrangements and indicators established for the action concerned. They are undertaken periodically and in sufficient time for the findings to be considered in ex-ante evaluations or impact assessments that support the preparation of related programmes and activities.

All proposals for programmes or activities for which the overall estimated expenditure exceeds EUR 500 000 are subject to an ex-ante evaluation.

Programmes, projects, or activities where the resources mobilised exceed EUR 500 000 may also be subject to ex-post evaluation. The number of ex-post evaluations is limited to maximum three per year.

The selection of the activities to be evaluated annually is based on a thematic approach, intended to identify relevant activities which were the focus of previous years' programming documents and where the Agency invested significant financial and human resources to achieve the objectives set.

Evaluation of such activities enables the Agency to improve future decision-making on where to place its focus and how better to achieve the required results.

Ex-ante and ex-post evaluations in Procurement

The Agency has in place an extensive ex-ante control for each low, middle, and high value procurement procedure, which entails a control of tender specifications, invitation letters, notification letters, draft contracts, etc. performed by Procurement (four eyes principle) as well as a legal check performed by Legal Services. The outcome of the ex-ante control performed by Legal Services is reported to Procurement and is kept as a part of the procurement dossier of the procedure in question.

In Q3 of each year, the Agency carries out an ex-post control of at least one (1) high-value procurement procedure. The ex-post control is performed by Legal Services for the procurement procedures, which have been concluded in the previous year and have not been audited by ECA. The outcome of the ex-post control is reported to the Director by issuing a final opinion.

Ex-post controls of payments

Ex-post controls on payments are conducted quarterly to check that the following internal control objectives are met: compliance with the Agency's Financial Regulation; operational efficiency; accurate reporting.

The sample of five payments is randomly selected from the transactions processed in the respective quarter. Results are reported to the Internal Control Coordinator and correction actions are implemented.

Register of Exceptions and Non-compliance Events

Since 2011, the Agency has had a procedure in place to register exceptions, which guarantees that all instances of overriding controls or deviations from established processes and procedures are documented in exception reports and are justified, duly approved before action is taken and logged centrally.

Validation of the accounting systems

The Accountant of the Agency carries out the annual evaluation of the local financial systems set up in the Agency as provided for in Article 50(e) of the Agency's Financial Regulation. The evaluation is performed on several areas assessing the changes in the local systems and control environment, treatment of inventory, revision of accounting controls, verification of sampled transactions for the application and efficiency of the internal controls and follow up of previous year' findings.

Periodic validation of access rights granted in ABAC

Based on the Internal Rules on the Implementation of the General EU Budget, as per the request of the Director-General of DG BUDG and in accordance with ACER Internal Control Principle 3, the Agency performs the annual validation of user access rights in ABAC. The process of validation is performed in accordance with the guidelines of DG by a Neutral Verifier and results are communicated internally as well as to DG BUDG.

Annex XI: Plan for contribution agreements

The Agency does not have any contribution agreements.

Annex XII: Strategy for cooperation with third countries and international organisations

Strategic focus

While most of the tasks of the Agency focus on the EU Internal Energy Market, selected tasks require or may benefit from collaboration with regulatory entities in third countries. Hence as a strategic focus, in its cooperation with third countries (i.e. non EU members) and international organisations, the Agency has its mandate in mind as a compass. This is driven by both resources and work portfolio management. As a rule the Agency aims to invest its assigned resources in the best execution of its mandated tasks leaving limited time to other activities. The Agency also does not represent the EU on policy matters related to its area of work when interacting with third countries or international organisations and cannot commit the EU to any international obligation.

Countries and organisations in scope

Various regulatory acts applicable to the Agency, and international agreements provide guidance on the geographical areas in focus. These are its founding regulation - recast (art.43), article 19 of the Regulation on wholesale energy market integrity and transparency (REMIT), tasks allocated under the EEA Joint Committee Decision No 93/2017 and The Trade and Cooperation Agreement (TCA) between the European Union and the United Kingdom (art. 318). As such, the primary geographical focus of the Agency is on the member states of the EEA, the Energy Community Contracting Parties and the United Kingdom.

In addition, the Agency sees benefit in working with organisations that may benefit the implementation of its tasks. As such, it will, for example, continue to cooperate with FERC, the US energy regulatory authority, with whom it has a bilateral agreement. The Agency also participates in the EU-US energy regulators' roundtable, which involves representatives from the National Association of Regulatory Utility Commissioners (NARUC) and FERC. It should be noted that the Agency occasionally provides expert participation in Mediterranean Energy Regulators (MedReg) events.

Other types of cooperation will be on a needs or a requested basis, for example, by a competent EU institution.

Forms of cooperation

The practical translation of cooperation is primarily centred on the following activities:

- Involve third countries that comply with the conditions of article 43 and request to participate in the work of the Agency, so as to facilitate the implementation of the tasks of the Agency (completion of the Internal Energy Market also beyond the EU borders, REMIT-related surveillance, etc.).
- Enable the participation of EEA EFTA NRAs in the Agency's boards and working groups in line with Decision of the EEA Joint Committee No 93/2017 of 5 May 2017 amending Annex IV (Energy) to the EEA Agreement (2019/205), and in general cooperate with the EFTA Surveillance Authority as required by Annex IV (Energy) of the EEA Agreement.
- Liaise with the UK regulatory authority as outlined in the TCA.
- Cooperate with peer regulatory agencies on REMIT and market monitoring activities.

- Cooperate with the Energy Community at the Working Group level, in the areas of Network Codes, infrastructure (e.g. exemptions, cross-border cost allocation), market monitoring, cross-border capacity allocation, and possibly other issues that relate to borders between the EU and the Energy Community and to applying the EU energy acquis.
- Foster the exchange of experiences in particular with the Energy Community, EEA EFTA, MEDREG states and FERC (among others on market surveillance activities).
- Visits abroad and visits received: Upon invitation or prior agreement, visit (regulatory) institutions in key countries potentially affected by ACER's work or of key EU strategic importance. Receive visitors from (regulatory) institutions.
- Resources permitting, step up media activities in third countries.

Annex XIII: 2025 indicative procurement plan for operational tasks

Table 99: 2025 indicative procurement plan for operational tasks

Subject matter of the contracts envisaged	Type of procurement	Type of contract	Indicative time-frame ³⁵	Indicative number of contracts envisaged ³⁶	Estimated value in EUR ³⁷	Estimated value in EUR ³⁸
IT consultancy services for ARIS, information security and migration to cloud	service	Specific contracts based on an existing framework contract	Q2	1	2,500,000	
XBRL and DPM developments and management of supervisory reporting frameworks in the EU financial services	service	Specific contract based on an existing framework contract	Q4	1	100,000	
Microsoft services - consultancy and support	service	Specific contracts based on an existing framework contract	Q1 – Q3	3	600,000	
Non-exclusive licenses of a variety of software products to the Agency and the provision of maintenance, support and other informatics services and documentation	supply	Order forms based on existing framework contracts	Q1 - Q4	1	4,000,000	
Oracle consultancy, software licenses, maintenance and associated services	service	Specific contracts based on an existing framework contract	Q2 - Q4	2	1,500,000	
Provision of networking, network security, audio and video telecommunication solutions	service	Order forms based on existing framework contracts	Q1 - Q4	1	350,000	
Infrastructure upgrades, maintenance and vendor support for ARIS	supply	Order forms based on existing framework contracts	Q1 - Q4	1	250,000	
Data centre infrastructure solutions and services	service	Order forms based on existing framework contracts	Q1 - Q4	1	700,000	
Provision of hosting and co-location services for the Agency	service	Order forms based on existing framework contracts	Q4	1	100,000	
Financial and Accounting Support	service	Specific contracts based on an existing framework contract	Q3	1	200,000.00	
Provision of maintenance, support and development services for Java/PHP applications for the Agency	service	Framework contract	Q2	1		1,600,000

³⁵ Indicative timeframe for launching new procurement procedure or for signing specific contracts/order forms under the existing framework contracts.

³⁶ Order forms throughout the year are counted as one contract.

³⁷ Estimated commitments 2025.

³⁸ Estimated value for procurement procedures for new framework contracts.

Subject matter of the contracts envisaged	Type of procurement	Type of contract	Indicative time-frame ³⁵	Indicative number of contracts envisaged ³⁶	Estimated value in EUR ³⁷	Estimated value in EUR ³⁸
Maintenance, support and development services for the Java/PHP applications	service	Specific contracts based on an existing framework contract	Q2 - Q4	3	400,000	
Benchmarking, advisory and consultancy services in information and communication technology	service	Specific contracts based on an existing framework contract	Q3	1	250,000	
Data analytics services	service	Specific contracts based on an existing framework contract	Q2 - Q4	2	700,000	
Consultancy services in the areas of security, occupational health and safety for the Agency	service	Specific contract based on an existing framework contract	Q3	1	150,000	
Consultancy services in the area of business continuity for the Agency	service	Specific contract based on an existing framework contract	Q3	1	80,000	
Consultancy services in the area of data protection for the Agency	service	Specific contract based on an existing framework contract	Q2	1	60,000	
Organisation of Agency's events	service	Service contracts	Q1 - Q4	4	30,000	
Provision of catering services for the Agency's events	service	Order forms based on an existing framework contract	Q1 - Q4	1	50,000	
Online media monitoring tool and digest services	service	Order forms based on an existing framework contract	Q4	1	20,000	
Provision of data visual services for the Agency	service	Order forms based on an existing framework contract	Q1 - Q4	1	25,000	
Provision of design services for the Agency	service	Order forms based on an existing framework contract	Q1 - Q4	1	15,000	
Legal assistance to the Board of Appeal	service	Order forms based on an existing framework contract	Q1 - Q4	1	250,000	
Defence of Board of Appeals' decisions before the General Court	service	Service contracts	Q1 - Q4	4	200,000	
Legal assistance to support the Agency as defendant before the Board of Appeal	service	Service contracts	Q1 - Q4	4	250,000	
Assistance in the implementation of the Leadership Pipeline Framework and provision of 360 feedback exercises assessments	service	Specific contract based on an existing framework contract	Q2 - Q3	1	100,000	
Provision of temporary agency workers to the Agency	service	Specific contracts based on an existing framework contract	Q2 - Q4	2	790,878	

Subject matter of the contracts envisaged	Type of procurement	Type of contract	Indicative time-frame ³⁵	Indicative number of contracts envisaged ³⁶	Estimated value in EUR ³⁷	Estimated value in EUR ³⁸
Provision of medical services for the Agency	service	Framework contract	Q2	1		400,000
Subscriptions to general press	service	Order forms based on an existing framework contract	Q1 - Q4	1	20,000	
Subscriptions to specialised press	service	Order forms based on an existing framework contract	Q1 - Q4	1	435,000	
Provision of economic assistance in the field of energy regulation for the Agency	service	Framework contracts	Q1 - Q2	5		2,500,000
Provision of economic assistance in the field of energy regulation for the Agency	service	Specific contract based on an existing framework contract	Q2 - Q4	5	555,000	
TOTAL PLANNED PROCUREMENT 2025				56	14,680,878	4,500,000