



CONCORSO PUBBLICO, PER ESAMI, PER LA COPERTURA DI N. 1 POSTO DI CATEGORIA C, POSIZIONE ECONOMICA C1, AREA AMMINISTRATIVA PER LE ESIGENZE DELL'ATENEO

ELENCO DOMANDE PROVA ORALE

CONCORSO PUBBLICO, PER ESAMI, PER LA COPERTURA DI N. 1 POSTO DI CATEGORIA C, POSIZIONE ECONOMICA C1, AREA AMMINISTRATIVA PER LE ESIGENZE DELL'ATENEO

ELENCO DOMANDE PROVA ORALE

Quesiti gruppo 1

Il Rettore con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara: requisiti e funzioni	Il Consiglio di Amministrazione con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara: composizione, requisiti e funzioni
Il Direttore Generale con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara: requisiti e funzioni	Il Collegio dei Revisori dei Conti: con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara: composizione, requisiti e funzioni
Il Senato Accademico con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara: composizione, requisiti e funzioni	Il Direttore e il Consiglio di Dipartimento con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara: composizione, requisiti e funzioni
Il Nucleo di Valutazione con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara: composizione, requisiti e funzioni	I Dipartimenti con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara: funzioni e attività e grado di autonomia



<p>Come si articola l'offerta formativa con particolare riferimento allo Statuto dell'Università degli Studi di Ferrara</p>	<p>La nomina del Direttore Generale secondo il Regolamento Generale di Ateneo</p>
<p>Doveri di astensione e riservatezza dei componenti gli organi collegiali</p>	<p>L'Elezion e designazione dei componenti del Consiglio di Amministrazione secondo il Regolamento Generale di Ateneo</p>
<p>La Commissione Elettorale di Ateneo: Composizione, competenze e funzionamento</p>	<p>Il funzionamento del Senato Accademico secondo il Regolamento Generale di Ateneo</p>
<p>L'elezione del Rettore secondo il Regolamento Generale di Ateneo</p>	<p>Quali sono le principali attività dell'Università degli Studi di Ferrara previste dallo Statuto</p>



<p>Quali sono i principali documenti di cui si compone il bilancio unico di previsione di Ateneo</p>			<p>Il processo di Revisione del bilancio unico di Ateneo di previsione secondo il Regolamento per l'Amministrazione, Finanza e Contabilità dell'Università degli Studi di Ferrara</p>
<p>Quali sono i principali documenti di cui si compone il bilancio di esercizio di Ateneo</p>			<p>Le principali fonti di finanziamento delle Università</p>
<p>Fasi, strumenti e soggetti della programmazione secondo il Regolamento per l'Amministrazione, Finanza e Contabilità dell'Università degli Studi di Ferrara</p>			<p>L'attività negoziale secondo il Regolamento per l'Amministrazione, Finanza e Contabilità dell'Università degli Studi di Ferrara</p>
<p>Il processo di predisposizione del bilancio unico di Ateneo di previsione secondo il Regolamento per l'Amministrazione, Finanza e Contabilità dell'Università degli Studi di Ferrara</p>			<p>Le varie tipologie delle borse di studio che può erogare l'Università con particolare riferimento al Regolamento per l'Amministrazione, Finanza e Contabilità dell'Università degli Studi di Ferrara</p>



<p>Il candidato tratti i principi contabili generali con particolare riferimento ai principi dell'annualità, dell'integrità e veridicità</p>
<p>Il candidato tratti i principi contabili generali con particolare riferimento ai principi della correttezza, chiarezza o comprensibilità, significatività e rilevanza</p>
<p>Il candidato tratti i principi contabili generali con particolare riferimento ai principi della prudenza, unità e equilibrio di bilancio</p>
<p>Il candidato tratti il principio della competenza economica</p>

<p>Contenuti e Funzioni della nota integrativa del bilancio unico di Ateneo</p>
<p>Autonomia contabile e potestà regolamentare delle Università</p>
<p>Il sistema contabile adottato dalle Università a decorrere dal 1 gennaio 2014</p>
<p>Il Fondo di Finanziamento ordinario – FFO – delle Università</p>



<p>Le fasi della gestione contabili e gli organi coinvolti con riferimento al Regolamento per l'Amministrazione, Finanza e Contabilità dell'Università degli Studi di Ferrara</p>	<p>Le fasi delle procedure di affidamento sotto la soglia comunitaria nel Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>
<p>Il candidato descriva la figura dell'Economi dell'Ateneo con riferimento al Regolamento per l'Amministrazione, Finanza e Contabilità dell'Università degli Studi di Ferrara</p>	<p>Il Responsabile Unico del Procedimento nel Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>
<p>I principi che regolano le procedure di affidamento sotto la soglia comunitaria nel Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>	<p>Il Direttore dei Lavori e il Direttore dell'esecuzione del Contratto nel Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>
<p>Le procedure di scelta del contraente nel Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>	<p>Qual è lo strumento di programmazione che l'Università è tenuto ad adottare nell'ambito del Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>



<p>Quali sono i principali elementi della determina a contrarre nel Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>		<p>Partecipazione dell'Università a Centri e Consorzi ai sensi dello Statuto dell'Università degli Studi di Ferrara</p>
<p>Quali sono le principali funzioni dell'indagine di mercato nel Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>		<p>Tipologie di Regolamenti e iter di approvazione e modifica ai sensi dello Statuto dell'Università degli Studi di Ferrara</p>
<p>Il sistema dei controlli interni dell'Università con particolare riferimento al Regolamento per l'Amministrazione, Finanza e Contabilità dell'Università degli Studi di Ferrara</p>		<p>Disposizioni Generali in materia elettorale secondo il Regolamento Generale di Ateneo</p>
<p>Strutture di raccordo tra i Dipartimenti: funzioni e organi delle Scuole con riferimento allo Statuto dell'Università degli Studi di Ferrara</p>		<p>Compiti e funzioni del Consiglio per la Ricerca e la III missione ai sensi dello Statuto dell'Università degli Studi di Ferrara</p>



Compiti e funzioni del Consiglio degli Studenti ai sensi dello Statuto dell'Università degli Studi di Ferrara

Le collaborazioni e gli strumenti per la ricerca ai sensi dello Statuto dell'Università degli Studi di Ferrara

Cosa sono i Decreti e chi li può emanare ai sensi dello Statuto dell'Università degli Studi di Ferrara



Quesiti gruppo 2

Il Responsabile per la Prevenzione della Corruzione e della Trasparenza (RPCT): nomina e attribuzioni
La funzione e la durata del Piano di Prevenzione della Corruzione e della Trasparenza
La funzione del Piano Nazionale Anticorruzione
Cosa si intende per " <u>whistleblowing</u> " (art. 54 bis – D- Lgs. n. 165/2001)

Il ruolo e le funzioni dell'Autorità Nazionale Anticorruzione (ANAC)
Chi predisporre e chi adotta il Piano di Prevenzione della Corruzione e della Trasparenza
Le principali tipologie dei provvedimenti amministrativi
Cosa si intende per rotazione del personale nell'ambito della prevenzione della corruzione e della trasparenza



<p>Che cosa disciplina il Codice di Comportamento dei dipendenti pubblici</p>	<p>Descrivere l'istituto dell'accesso civico semplice e generalizzato</p>
<p>Quali sono i casi di esclusione e i limiti all'accesso civico</p>	<p>Quali sono i principali contenuti della Sezione Amministrazione Trasparente nei siti istituzionali degli Enti pubblici</p>
<p>Differenze tra accesso documentale e accesso civico</p>	<p>Il bilanciamento tra il principio di riservatezza e il principio di trasparenza</p>
<p>Cosa si intende per "trasparenza" ai sensi del D.Lgs. n. 33/2013</p>	<p>Quali sono i casi di esclusione dal diritto di accesso documentale</p>



<p>Che cosa si intende per "interessato" e "controinteressato" nell'ambito del diritto di accesso</p>	<p>Quali sono i vizi dell'atto amministrativo che comportano l'annullabilità dell'atto medesimo</p>
<p>Le modalità di esercizio del diritto di accesso documentale</p>	<p>Quali sono i vizi dell'atto amministrativo che determinano la nullità dell'atto medesimo</p>
<p>La motivazione dei provvedimenti amministrativi ai sensi della Legge 7 agosto 1990, n. 241</p>	<p>Gli istituti della semplificazione amministrativa: la conferenza di servizi</p>
<p>I contenuti e le modalità della comunicazione di avvio del procedimento ai sensi della Legge 7 agosto 1990, n. 241</p>	<p>Gli strumenti di autotutela della pubblica amministrazione: revoca e annullamento d'ufficio</p>



<p>Gli elementi essenziali dell'atto amministrativo: struttura e requisiti</p>	<p>La fase dell'iniziativa del procedimento amministrativo ai sensi della Legge 241/90 e smi.</p>
<p>La determina a contrarre, lettera di invito alla luce del Regolamento per l'acquisizione di lavori, servizi e forniture di importo inferiore alle soglie di rilevanza comunitaria dell'Università degli Studi di Ferrara</p>	<p>La fase istruttoria del procedimento amministrativo ai sensi della Legge 241/90 e smi.</p>
<p>I principi costituzionali dell'azione amministrativa: legalità, imparzialità e buon andamento</p>	<p>La fase decisoria ed integrativa dell'efficacia del procedimento amministrativo ai sensi della Legge 241/90 e smi.</p>
<p>I principi di cui alla legge sul procedimento: il giusto procedimento e il principio di non aggravamento del procedimento amministrativo</p>	<p>La conclusione del procedimento: tempi e responsabilità</p>



Gli accordi di programma nella pubblica amministrazione ai sensi degli artt. 11 e 15 della Legge 241/90	I diritti patrimoniali e non patrimoniali dei pubblici dipendenti
Il sistema delle autocertificazioni ai sensi dell'art. 18 della legge 241/90	I doveri dei pubblici dipendenti
Caratteri del provvedimento amministrativo ai sensi della Legge 241/90 e <u>smi</u> : imperatività, esecutorietà ed esecutività	Le tipologie di responsabilità in cui può incorrere il pubblico dipendente
Caratteri del provvedimento amministrativo ai sensi della Legge 241/90 e <u>smi</u> : tipicità e inoppugnabilità	Conflitto di interesse e obbligo di astensione del pubblico dipendente



<p>Il silenzio amministrativo nei procedimenti amministrativi ai sensi della Legge 241/1990</p>		<p>Figura e compiti del Responsabile del trattamento dei dati personali</p>
<p>L'attività consultiva (i pareri) della pubblica amministrazione</p>		<p>Dati personali e sensibili</p>
<p>Cosa si intende per "trattamento dei dati personali" e come viene effettuato</p>		<p>Informativa al trattamento dei dati personali</p>
<p>Cosa si intende per diritto alla cancellazione o diritto all'oblio</p>		<p>Consenso al trattamento dei dati personali</p>



Poteri e compiti del Garante per la protezione dei dati personali

I principali soggetti coinvolti nel trattamento dei dati personali

La Commissione per l'accesso ai documenti amministrativi ai sensi della Legge 241/1990



Quesiti gruppo 3 – informatica

<p>Quali sono e a cosa servono i principali componenti hardware interni a un elaboratore</p>	<p>In quali casi è preferibile usare Word e in quali casi Excel? Descrivere le principali funzionalità di questi due programmi</p>
<p>Descrivi le principali funzionalità di Microsoft Word</p>	<p>In Microsoft Word cosa vuol dire formato pagina, intestazione e piè di pagina e come li si utilizza</p>
<p>Descrivi le principali funzionalità di Microsoft Excel</p>	<p>In Microsoft Word cosa vuol dire formato paragrafi e formato dei caratteri</p>
<p>Cos'è Internet e quali sono i suoi principali servizi</p>	<p>Cosa sono e a cosa servono le chiavette USB, i CD-ROM e i DVD? come li si usa?</p>



Come organizzeresti i tuoi documenti su un personal computer, dove li memorizzeresti e con che criterio, come pensi di salvaguardarti dalla perdita di dati accidentale causata da anomalie hardware?

Come posso spostare e/o copiare un file contenuto in una cartella del disco fisso in un'altra cartella e come faccio per farne un backup?

Se in un documento utilizzo indifferentemente i comandi TAGLIA-INCOLLA e COPIA-INCOLLA ottengo lo stesso risultato? spiegare bene le funzioni copia-incolla e taglia-incolla

Posso intestare automaticamente tutte le pagine di un documento Word con un logo, il numero di pagina e la data? Se sì, come?

Che cos'è un modello di un documento e come lo si utilizza?

Cosa significa giustificare un testo e cos'è un paragrafo?

Si descriva il foglio di lavoro Excel e le principali caratteristiche

È possibile modificare l'allineamento e il formato del testo all'interno di una cella in un foglio Excel? Come?



In Excel cosa si intende con i termini Area di Stampa e Anteprima di Stampa e come li si utilizza?

Illustrare le operazioni per inviare tramite posta elettronica un documento pdf a più persone contemporaneamente

Cosa contengono le caselle posta in arrivo, posta in uscita e bozze e a cosa servono? Come si possono archiviare le vecchie mail arrivate?

1. Cosa indicano i seguenti campi di un nuovo messaggio di mail:
To:, From:, Subject, CC:, Attached:, (BCC:)

Cos'è e a cosa serve un antivirus?

Cos'è un motore di ricerca? A cosa serve e come lo si utilizza?

Che cosa significa riavviare il computer o metterlo in standby o in ibernazione. Quando conviene uno piuttosto che un altro?

Cos'è una tabella in Word, com'è strutturata e quando serve?



<p>Che cosa sono una directory e una sottodirectory? Che tipi di file conosci?</p>		<p>Cosa indica in Excel il simbolo \$ a fianco della lettera o del numero di riga che identifica una cella?</p>
<p>Quali tipi di file conosci e cos'è che li distingue tra di loro?</p>		<p>In Excel cos'è un foglio di lavoro? come si fa ad assegnare un nome a un foglio di lavoro?</p>
<p>Le colonne e le righe di un foglio di lavoro in Excel sono identificate da... Come si effettua una somma del valore di più celle?</p>		<p>In Excel si possono fare dei grafici?</p>
<p>Descrivi la funzionalità di inoltra allegati della posta elettronica e i tipi di file allegabili</p>		<p>Cos'è un browser, quali conosci e come li si utilizza?</p>



<p>Qual è il software applicativo più utilizzato quando si vogliono creare delle presentazioni?</p>	<p>Posta elettronica: descrivere il servizio e illustrare le modalità di composizione di una mail</p>
<p>Cos'è e a cosa serve una chat e come la si utilizza?</p>	<p>Cos'è la RAM e quali sono i componenti che determinano la potenza di un elaboratore?</p>
<p>Cosa consente di fare la funzione "Anteprima di Stampa" in Word?</p>	<p>Cos'è una memoria di massa interna ed esterna? quali conosci?</p>
<p>Cos'è e a cosa serve "Risorse del Computer" in Microsoft Windows?</p>	<p>Cosa si intende per backup e come si può prevenire la perdita dei dati</p>



Come si fa per creare una nuova cartella e sottocartella nel desktop? E come si libera spazio nel disco fisso?

Cos'è e a cosa serve il pannello di controllo di Windows?

Se ti trovi di fronte a un pc con tantissime icone nel desktop, come pensi si possa procedere per ottimizzarlo?

Indicare le estensioni più diffuse per i file di testo, per i file video e per i file audio

Taglia/Copia -Incolla: descrivere queste funzionalità di base, eventualmente servendosi di esempi

Cos'è un virus e quali possono essere gli effetti negativi?

Cosa vuol dire stampare su pdf?

Che differenza c'è tra CD-ROM, DVD e chiavetta USB?



In Word cos'è un paragrafo e come lo si formatta?

In un documento Word cosa sono i margini e come li si gestisce?

Cos'è un modem, a cosa serve e quale tipologia conosci?



Testo inglese



Brussels, 25.2.2015
COM(2015) 80 final

ENERGY UNION PACKAGE

**COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN
PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL
COMMITTEE, THE COMMITTEE OF THE REGIONS AND THE EUROPEAN
INVESTMENT BANK**

**A Framework Strategy for a Resilient Energy Union with a Forward-Looking Climate
Change Policy**

1. WHY WE NEED AN ENERGY UNION

1

The goal of a resilient Energy Union with an ambitious climate policy at its core is to give EU consumers - households and businesses - secure, sustainable, competitive and affordable energy. Achieving this goal will require a fundamental transformation of Europe's energy system.

Our vision is of an Energy Union where Member States see that they depend on each other to deliver secure energy to their citizens, based on true solidarity and trust, and of an Energy Union that speaks with one voice in global affairs;

Our vision is of an integrated continent-wide energy system where energy flows freely across borders, based on competition and the best possible use of resources, and with effective regulation of energy markets at EU level where necessary;

2

Our vision is of the Energy Union as a sustainable, low-carbon and climate-friendly economy that is designed to last;

Our vision is of strong, innovative and competitive European companies that develop the industrial products and technology needed to deliver energy efficiency and low carbon technologies inside and outside Europe,

Our vision is of a European labour force with the skills to build and manage the energy system of tomorrow;

3

Our vision is of investor confidence through price signals that reflect long term needs and policy objectives;

Most importantly, our vision is of an Energy Union with citizens at its core, where citizens take ownership of the energy transition, benefit from new technologies to reduce their bills, participate actively in the market, and where vulnerable consumers are protected.

4

To reach our goal, we have to move away from an economy driven by fossil fuels, an economy where energy is based on a centralised, supply-side approach and which relies on old technologies and outdated business models. We have to empower consumers through providing them with information, choice and through creating flexibility to manage demand as well as supply. We have to move away from a fragmented system characterised by uncoordinated national policies, market barriers and energy-isolated areas.

European energy system in figures

Latest data shows that the EU imported 53% of its energy at a cost of around EUR 400 billion, which makes it the largest energy importer in the world. Six Member States depend on a single external supplier for their entire gas imports and therefore remain too vulnerable to supply shocks. It has also been estimated that every additional 1% increase in energy savings cuts gas imports by 2.6%.¹ 75% of our housing stock is energy inefficient. 94% percent of transport relies

¹ Communication "Energy Efficiency and its contribution to energy security and the 2030 Framework for climate and energy policy", COM(2014)520.

on oil products, of which 90% is imported. Collectively, the EU spent over EUR 120 billion per year – directly or indirectly – on energy subsidies, often not justified.² Over EUR 1 trillion need to be invested into the energy sector in EU by 2020 alone.³

Wholesale electricity prices for European countries are at low levels, though still 30% higher than in the US. At the same time, post-tax electricity prices for households increased on average by 4.4% from 2012 to 2013. Wholesale gas prices are still more than twice as high as in the US⁴. The price difference with other economies has an impact on the competitiveness of our industry, in particular our energy-intensive industries.

European renewable energy businesses have a combined annual turnover of €129bn and employ over a million people⁵. EU companies have a share of 40% of all patents for renewable technologies.⁶ The challenge is to retain Europe's leading role in global investment in renewable energy.⁷

5. Today, the European Union has energy rules set at the European level, but in practice it has 28 national regulatory frameworks. This cannot continue. An integrated energy market is needed to create more competition, lead to greater market efficiency through better use of energy generation facilities across the EU and to produce affordable prices for consumers.

The retail market is not functioning properly. Many household consumers have too little choice of energy suppliers and too little control over their energy costs. An unacceptably high percentage of European households cannot afford to pay their energy bills.

6. Energy infrastructure is ageing and not adjusted to the increased production from renewables. There is a need to attract investments, but the current market design and national policies do not set the right incentives and provide insufficient predictability for potential investors.

Energy islands continue to exist as many markets are not properly connected to their neighbours. This adds to the costs faced by consumers and creates vulnerability in terms of energy security.

7. We are still leaders in innovation and renewable energy, but other parts of the world are fast catching up and we have already lost ground when it comes to some clean, low carbon technologies.

Building up investment in high-tech, globally competing companies through stable policies will bring jobs and growth to Europe. New business sectors, new business models and new job profiles will emerge. Such transformational change profoundly affects the roles of all actors in the energy system, including the consumers.

8. Europe needs to make the right choices now. If it continues on the present path, the unavoidable challenge of shifting to a low-carbon economy will be made harder by the economic, social and environmental costs of having fragmented national energy markets.

² European Energy Security Strategy, COM (2014) 330.

³ Commission estimates. The IEA estimates that EUR 1.3 trillion are needed by 2025 in generation, transport and distribution.

⁴ Calculations of DG Energy based on Platts market reports and IEA data for first half of 2014.

⁵ Eur'Observateur 2014 report.

⁶ Compared to a 32% EU share in overall global patents.

⁷ UNEP-BNEF Global Trends in Renewable Energy Investments 2014.

The current low oil and gas prices, while they last, should be seized as an historic opportunity – when combined with the falling cost of cleaner forms of energy, a strong EU climate policy and the emergence of new technologies – to reset the EU's energy policy in the right direction: that of an Energy Union.

2. THE WAY FORWARD

The Energy Union strategy has five mutually-reinforcing and closely interrelated *dimensions* designed to bring greater energy security, sustainability and competitiveness:

- Energy security, solidarity and trust;
- A fully integrated European energy market;
- Energy efficiency contributing to moderation of demand;
- Decarbonising the economy, and
- Research, Innovation and Competitiveness

2.1. Energy security, solidarity and trust

In May 2014 the Commission set out in its Energy Security Strategy⁸ how the EU remains vulnerable to external energy shocks and called on policy makers at national and EU level to make clear to citizens the choices involved in reducing our dependency on particular fuels, energy suppliers and routes. The Energy Union builds on this strategy.

The key drivers of energy security are the completion of the internal energy market and more efficient energy consumption. It depends on more transparency as well as on more solidarity and trust between the Member States. The EU's energy security is closely linked with its neighbours.

Joint approaches in the field of energy can make all parts of the European Union stronger, for instance in case of supply shortages or disruptions. The spirit of solidarity in energy matters is explicitly mentioned in the Treaty and is at the heart of the Energy Union.

Diversification of supply (energy sources, suppliers and routes)

The political challenges over the last months have shown that diversification of energy sources, suppliers and routes is crucial for ensuring secure and resilient energy supplies to European citizens and companies, who expect access to affordable and competitively priced energy at any given moment. To ensure the diversification in gas supplies, work on the Southern Gas Corridor must be intensified to enable Central Asian countries to export their gas to Europe. In Northern Europe, the establishment of liquid gas hubs with multiple suppliers is greatly enhancing supply security. This example should be followed in Central and Eastern Europe, and in the Mediterranean area, where a Mediterranean gas hub is in the making.

Constructing the infrastructure to deliver new sources of gas to the EU involves many partners, and is both complex and expensive. Resolving these issues requires resolute action at EU level. The Commission will reinforce its support for this process through the

⁸ COM (2014)3330.

including the possibility of reverse flows, to bring the gas to where it is needed.

14. We will explore the full potential of liquefied natural gas (LNG), including as a back-up in crisis situations when insufficient gas is coming into Europe through the existing pipeline system. Increases in LNG trade will help to bring world natural gas prices closer together. LNG prices have over recent years been higher compared to pipeline gas due in particular to high liquefaction, regasification and transportation costs and demand in Asia. In order to address these issues, the Commission will prepare a comprehensive LNG strategy, which will also look into the necessary transport infrastructure linking LNG access points with the internal market. The potential of gas storage in Europe and the regulatory framework needed to ensure sufficient gas in storage for winter will also be addressed in this context. The Commission will also work to remove obstacles to LNG imports from the US and other LNG producers.

15. Given the EU's import dependence and global climate change challenges, we need to take additional measures to reduce its oil consumption. Oil prices are currently low because of excess production, combined with lower consumption and increased energy efficiency.⁹

16. The EU is highly dependent on the import of nuclear fuel and related services to Member States where nuclear energy is part of the energy mix. Diversification of supply is important to ensure security of supply. The Commission will update and enhance the requirements on the information to be provided, in accordance with Article 41 of the Euratom Treaty, on nuclear installation projects.

17. Domestically produced energy also contributes to decreasing Europe's energy import dependence. This includes notably renewables, needed for decarbonisation, as well as conventional and - for those Member States that choose it - non-conventional fossil resources. Producing oil and gas from unconventional sources in Europe such as shale gas is an option, provided that issues of public acceptance and environmental impact are adequately addressed.

Working together on security of supply

18. Member States, transmission system operators, the energy industry and all other stakeholders have to work closely together to ensure a high-level of energy security for European citizens and companies.

Regarding oil, important steps have been taken already with the adoption of the 2009 Oil Stocks Directive¹⁰, which foresees obligations for Member States to build up and maintain minimum stocks of crude oil and petroleum products.

19. Member States should be assured that in situations of tight supply, they can rely on their neighbours. The Commission's 2014 Report on short-term resilience in the gas sector¹¹ stressed the need for stronger cooperation in responding to a potential supply disruption. To introduce common crisis management, the Commission will propose preventive and

⁹ EU leadership will continue to drive standards and efficiency improvements globally, reducing future oil consumption and thus EU dependency.

¹⁰ Directive 2009/119/EC of 14 September 2009 imposing an obligation on Member States to maintain minimum stocks of crude oil and/or petroleum products.

¹¹ COM(2014) 654 final.

emergency plans at regional and EU level, including the Energy Community contracting parties. Solidarity among Member States, in particular in times of supply crisis, has to be strengthened. These issues and the experience gained in the implementation of the Regulation will be taken into account when proposing a revision of the Security of Gas Supply Regulation.

20 The Commission will assess options for voluntary demand aggregation mechanisms for collective purchasing of gas during a crisis and where Member States are dependent on a single supplier. This would need to be fully compliant with WTO rules and EU competition rules.

21 Many Member States currently have inadequate security of electricity supply frameworks in place and they use outdated and inconsistent approaches to assessing security of electricity supply. Working together with Member States, the Commission will establish a range of acceptable risk levels for supply interruptions, and an objective, EU-wide, fact-based security of supply assessment addressing the situation in Member States. This will take into account cross-border flows, variable renewable production, demand response and storage possibilities. Capacity mechanisms should only be developed to address security of supply if a regional system adequacy assessment points to such a need, taking into account the potential for energy efficiency and demand-side response.¹²

Stronger European role in global energy markets

The Energy Union is not an inward-looking project. A stronger and more united EU can engage more constructively with its partners, to their mutual benefit.

23 Energy policy is often used as a foreign policy tool, in particular in major energy producing and transit countries. This reality has to be taken into account when discussing Europe's external energy policy.

24 Therefore, the European Union has to improve its ability to project its weight on global energy markets. Together with its major partners, the European Union will work towards an improved global governance system for energy, leading to more competitive and transparent global energy markets.

25 EU trade policy contributes to greater energy security and diversification through the inclusion of energy-related provisions in trade agreements with its partners. Where the EU negotiates agreements with countries that are important from a security of supply perspective, the Commission will seek as a priority to negotiate energy specific provisions contributing to the energy security, notably access to resources, and sustainable energy goals of the Energy Union. In general, the Commission will pursue an active trade and investment agenda in the energy field, including access to foreign markets for European energy technology and services.¹³

26 As part of a revitalised European energy and climate diplomacy, the EU will use all its foreign policy instruments to establish strategic energy partnerships with increasingly important producing and transit countries or regions such as Algeria and Turkey; Azerbaijan and Turkmenistan; the Middle East; Africa and other potential suppliers.

¹² See the Communication "Making the most of public interventions", C(2013)7243.

¹³ Initiatives such as "trade in green goods" will help promote products that help reduce CO2 emissions, benefit the environment and create EU jobs and growth.

27 The EU will further develop its partnership with Norway, the EU's second largest supplier of crude oil and natural gas. The EU will continue to integrate Norway fully into its internal energy policies. The EU will also develop its partnerships with countries such as the United States and Canada.

28 When the conditions are right, the EU will consider reframing the energy relationship with Russia based on a level playing field in terms of market opening, fair competition, environmental protection and safety, for the mutual benefit of both sides.

29 Particular attention will be paid to upgrading the Strategic Partnership on energy with Ukraine. This will address issues related to Ukraine's importance as a transit country as well as those related to Ukraine's energy market reforms, such as the upgrade of its gas network, the setting up of an appropriate regulatory framework for the electricity market and increasing energy efficiency in Ukraine as a means of reducing its dependence on imported energy.

30 In our immediate neighbourhood, the Commission will propose to strengthen the Energy Community, ensuring effective implementation of the EU's energy, environment and competition acquis, energy market reforms and incentivising investments in the energy sector. The goal is closer integration of the EU and Energy Community energy markets. The energy relationships with the European Neighbourhood Partnership (ENP) countries will be considered in the ongoing ENP review.

More transparency on gas supply

31 An important element in ensuring energy (and in particular gas) security is full compliance of agreements related to the buying of energy from third countries with EU law. Such compliance checks for Intergovernmental Agreements (IGAs) and related commercial agreements based on the relevant Decision¹⁴ are currently carried out after a Member State and a third country have concluded an agreement. In practice, we have seen that renegotiating such agreements is very difficult. The positions of the signatories have already been fixed, which creates political pressure not to change any aspect of the agreement. In future, the Commission should be informed about the negotiation of intergovernmental agreements from an early stage, so that a better ex ante assessment of IGA's compatibility with internal market rules and security of supply criteria is ensured.

32 Commission participation in such negotiations with third countries and a move towards standard contract clauses could also more effectively avoid undue pressure and ensure respect of European rules. Therefore, the Commission will review the Intergovernmental Agreements Decision and will propose options to ensure that the EU speaks with one voice in negotiations with third countries.

33 In the context of the review of the Security of Gas Supply Regulation, the Commission will also propose to ensure appropriate transparency of commercial gas supply contracts that may have an impact on EU energy security, while safeguarding the confidentiality of sensitive information.

2.2. A fully-integrated internal energy market

Despite progress made in recent years, Europe's energy system is still underperforming. The current market design does not lead to sufficient investments, market concentration

¹⁴ Decision No 994/2012/EU establishing an information exchange mechanism with regard to intergovernmental agreements between Member States and third countries in the field of energy.

and weak competition remain an issue and the European energy landscape is still too fragmented. We have to give a new political boost to completing the internal energy market.

The internal market's hardware: connecting markets through interconnections

At this moment, the European electricity and gas transmission systems, notably cross-border connections, are not sufficient to make the internal energy market work properly and to link the remaining energy islands to the main electricity and gas network.

Work on infrastructure projects has accelerated in recent years, even more so in light of recent events at the European Union's Eastern border. In 2013, the European Union identified 248 energy infrastructure Projects of Common Interest (PCIs). The list will be reviewed and up-dated later this year and then again every other year.¹⁵ In 2014, the European Energy Security Strategy identified 33 infrastructure projects which are essential to improve security of supply and better connect energy markets.

A specific minimum interconnection target has been set for electricity at 10% of installed electricity production capacity of the Member States, which should be achieved by 2020. The necessary measures to achieve this 10% target are set out in the Commission Communication presented with this Energy Union Strategic Framework. In 2016, the Commission will report on the necessary measures to reach a 15% target by 2030.

The transition towards a more secure and sustainable energy system will require major investments in generation, networks and energy efficiency, estimated at some € 200 billion annually in the next decade.¹⁶ While the private sector will bear the costs of much of these investments, access to financing will be key. Today, the European Investment Bank, the Connecting Europe Facility and financing under the European Structural and Investment Funds already provide the means. Moreover, the proposed European Fund for Strategic Investments will provide additional support, hence, further facilitating access to finance for projects of European significance such as in energy networks, renewable energy and energy efficiency. The Commission will explore proposals for energy investment regimes that pool resources to finance economically viable investments, avoiding market distortion and fragmentation.

Investors can draw on the Investment Portal being set up as part of the European Fund for Strategic Investments that is designed to boost the transparency of the EU investment project pipeline to make information accessible to potential investors. The Commission will also bring together information on infrastructure projects funded by the Connecting Europe Facility and EU Cohesion Policy Funds, to bring more coherence in the wide array of existing funding schemes and maximise their impact.

The Commission will regularly take stock of the implementation of major infrastructure projects which contribute to the Energy Union, in particular in the framework of the PCI follow-up. As part of this stock-taking exercise, it will make an annual report on the progress to reach the 10% electricity interconnection target with a specific focus on the implementation of the regional action plans. Finally, the Commission will also convene a dedicated Energy Infrastructure Forum where progress should be discussed with the Member States, relevant regional cooperation groups as well as with EU institutions. It will meet for the first time in late 2015.

¹⁵ This update will include strategic Projects of Energy Community Interest (PECIs) that are important to enhance the Energy Union's security of supply, if they also comply with the criteria to become PCIs.

¹⁶ EU Investment Plan, COM(2014)903.

46

Market integration of renewable electricity generation requires flexible markets, both on the supply and demand side, within and beyond a Member State's borders. Electricity grids must therefore evolve significantly. There is a need to expand the possibilities for distributed generation and demand-side management, including intraday markets, to develop new high-voltage long distance connections (supergrids) and new storage technologies.

47

The Commission will prepare an ambitious legislative proposal to redesign the electricity market and linking wholesale and retail. This will increase security of supply and ensure that the electricity market will be better adapted to the energy transition which will bring in a multitude of new producers, in particular of renewable energy sources, as well as enable full participation of consumers in the market notably through demand response. Closer integration, including on a regional level, more cross-border trade and the development of both short and long term markets with effective price formation will deliver the right investment signals as well as the necessary flexibility to allow market integration of new generation sources.

48

A fully functioning internal energy market, providing efficient investment signals, is the best means to reduce the need for capacity mechanisms. The Commission has already set out guidance¹⁸ and rules¹⁹ to limit the detrimental effects of badly-designed, fragmented and uncoordinated public interventions. However, effective application of this guidance can only be a first step to ensure that divergent national market arrangements, such as capacity mechanisms and uncoordinated renewables support schemes become more compatible with the internal market.²⁰ Even though in some cases required and justified to address market failures, some forms of public intervention have had a serious negative impact on the effective functioning of the internal energy market. The Commission will work together with Member States to ensure that capacity mechanisms and support for renewable electricity are fully in line with existing rules and do not distort the internal energy market. Environmentally harmful subsidies need to be phased out altogether.²¹ A reformed Emission Trading System will also play an important role in setting the right investment signals.

49

Finally, the Commission will ensure greater transparency in the composition of energy costs and prices by developing regular and detailed monitoring and reporting, including on impacts of energy costs and prices on competitiveness. Particular attention will be paid to public interventions such as regulated tariffs, energy taxation policies and the level of public support, as well as their impact on pricing mechanisms, including electricity tariff deficits.

Enhanced regional cooperation within a common EU framework

50

In an Energy Union, Member States must coordinate and cooperate with their neighbours when developing their energy policies.

Technical implementation of the different elements of our Energy Union strategy will be very complex. Some elements, such as new market arrangements for short term markets in gas and electricity or integrating the operations of transmission system operators

¹⁸ See the Communication "Making the most of public interventions", C(2013)7243.

¹⁹ Environmental and Energy State Aid Guidelines (EEAG), OJ C 200, 28.6.2014, p. 1-55.

²⁰ The application of EEAG to the support schemes approved to date has partly mitigated the effects of fragmentation, however, further action is needed.

²¹ See the resource efficiency roadmap (COM(2011)571) and the 2012 Communication on the internal energy market (COM(2012)663), and in line with the G20 commitment.

should be developed and implemented at regional level as a step towards full EU-wide market integration. Existing arrangements such as the Pentalateral Energy Forum or the Baltic Energy Market Interconnection Plan (BEMIP) are initiatives on which to build further. Successes in these regions should act as a catalyst for other regions. The Commission will ensure that all regional initiatives evolve in a coherent way and lead towards a fully integrated Single Energy Market.

(S) Given its particular vulnerability, there is a need to improve cooperation, solidarity and trust in the Central and South-Eastern part of Europe. Dedicated cooperation arrangements would help to accelerate the better integration of these markets into the wider European energy market which would improve the liquidity and resilience of the energy system and would allow full use of the region's energy efficiency and renewable energy potential. The Commission will take concrete initiatives in this regard as an urgent priority.

For the Northern and Baltic Seas, the Commission will work with Member States and industry on delivering cost-reduction to these offshore energy systems.

A new deal for consumers

In an Energy Union, consumers in one Member State should be able to make informed choices and buy their energy freely and simply from a company in another Member State. This requires the further adaptation of the current national regulatory frameworks since the vast majority of European households remain passive consumers. In some Member States consumers have a limited choice of suppliers and switching between suppliers is relatively cumbersome.

In order to empower consumers, Member States and their authorities need to fully implement and enforce existing European rules, including consumer protection rules. Necessary support measures should be undertaken also by regional and local authorities, so that consumers have understandable, readily-accessible information, user-friendly tools, and financial incentives for saving energy.

Smart technologies will help consumers and energy service companies working for them to reap the opportunities available on the energy market by taking control of their energy consumption (and possible self-production). This will deliver more flexibility in the market and potentially reduce consumer bills.

The Commission will continue to push for standardisation and to support the national roll-out of smart meters²² and to promote the further development of smart appliances and smart grids, so that flexible energy use is rewarded. It will develop synergies between the Energy Union and the Digital Single Market agenda and take measures to ensure privacy protection and cyber-security.

However, this will only work if market prices send the right signals. In a number of Member States, regulated tariffs still limit the development of effective competition, which discourages investments and the emergence of new market players. Regulated end-user prices are often used to protect households or even non-household customers from increases in energy costs. The impact of such measures falls on non-regulated customers, on electricity companies and/or public finances, where electricity tariff deficits are incurred. However, in the long run, these measures harm the interests of the

²² See Report "Benchmarking smart metering deployment in the EU-27 with a focus on electricity", COM(2014)356.