



Annex A

**STRATEGIC FRAMEWORK 2022-2025
OF THE ITALIAN REGULATORY AUTHORITY FOR ENERGY,
NETWORKS AND ENVIRONMENT**

**Markets affected: electricity, gas, district heating, integrated water service,
municipal waste cycle**

INTRODUCTION

With the present document, the Italian Regulatory Authority for Energy, Networks and Environment (hereafter: the Authority) presents the strategic guidelines that will guide the period 2022 - 2025, the final period of the current term.

The strategic vision of the current term is inspired by the need to guarantee all citizens energy and environmental services that are accessible, affordable, efficient and provided with increasing and converging levels of quality in the different areas of the country. At the same time, the services should be environmentally sustainable, integrated at European level and aligned with the principles of the circular economy, and should contribute to the competitiveness of the national system.

The Strategic Framework outlined below covers a four-year time horizon. Its contents are divided into two levels:

- strategic objectives, which frame the overall strategy of intervention in the current and medium-term scenario - both for the cross-cutting areas of all regulated sectors and for the specific ones relating to the Environment and Energy Area respectively;*
- lines of action, which briefly describe the main measures and actions that the Authority intends to take in order to achieve each strategic objective: in the grey box, the first suggestions for lines of action are presented, which will be expanded and extended in the final resolution, also incorporating the comments on this consultation document.*

In order to direct its strategic regulation towards objectives of social, economic and environmental sustainability and to increase its accountability towards stakeholders, ARERA has decided to associate the objectives of this Strategic Framework with one or more Sustainable Development Goals of the 2030 Agenda, references that are increasingly popular at national and international level with institutions and operators in the environment and energy sectors. Tables comparing each goal of the Strategic Framework with the 2030 Agenda's Sustainable Development Goals and the specific targets linked to them are attached at the end of this document. For further information, please refer to SO6 of the Strategic Framework.

The strategic objectives and lines of action illustrated in this document do not, however, exhaust the many actions that the Authority will have to put in place, but rather are focal points on which it is considered necessary to intervene as a matter of priority, also in the light of the evolution of the national and European reference sectoral context.

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BACKGROUND AND MAIN LINES OF REGULATORY ACTION

Background

The main background information concerning the sectors falling within the Authority's competence over the next few years is presented below. This will allow us to understand the choices underlying this Strategic Framework, aimed at providing a coherent and adequate regulatory framework, not only to acknowledge, but also to promote the changes required by the ecological transition underway.

The evolution of European legislation and its transposition into national law, in particular the "*Circular Economy Package*" and the "*Clean Energy Package*", significantly extend the Authority's remit and outline the main features of the actions it will be engaged in over the next four years.

The forthcoming revision of the *Piano Nazionale Integrato per l'Energia e il Clima 2030* PNIEC (National Integrated Energy and Climate Plan), the launch of the *Piano Nazionale di Ripresa e Resilienza* PNRR (National Recovery and Resilience Plan) projects at national level, as well as the reforms envisaged in the same PNRR (including those for the development of the National Waste Management Programme, for the effective implementation of the legislation relating to the National Plan of Interventions in the water sector and to ensure full management capacity in the provision of the integrated water service), together with the regulatory framework that will be defined on the basis of the EU Commission's proposals for the "*Fit for 55 Package*" and the progressive implementation of both the Green Deal at European level and the domestic legislation transposing the so-called "*Circular Economy Package*", define the framework for future regulatory action.

It should be remembered that the next four years will be particularly important for this Board, partly because they coincide with the bulk of the implementation of the PNRR, the development of the main decarbonisation initiatives and the consolidation of the main regulatory choices in the environmental services sector.

The criteria of sustainability, efficiency and affordability will guide the Authority's strategic action in supporting the environment and energy sectors on the path to ecological transition. Regulatory action will be facilitated by actions to innovate, including through increasing digitisation, internal administrative processes to make them more efficient, flexible and transparent.

This transition, although accepted and agreed upon, risks presenting us with extra costs that could affect the most vulnerable groups the most and accentuate existing territorial imbalances. The need for a "just" transition, as defined by the EU Commission in the Green Deal, therefore requires a great deal of consideration, on the one hand, for reducing territorial gaps and, on the other, for protecting vulnerable consumers.

In the environmental sectors, in particular, despite the move towards ever greater efficiency, transparency and awareness of users' rights, there are still considerable territorial differences, and reducing these will remain one of the main drivers of the Authority's action.

In order for the territorial convergence process to proceed, and indeed to accelerate, also thanks to the implementation of adequate infrastructural investments, governance must be strengthened, with fully operational local governing bodies and management entities endowed with the necessary organisational and implementation powers, overcoming the persistent shortcomings found - in some areas of the country - as regards the correct drafting and updating of documents for making planning and management decisions.

As the Authority has repeatedly emphasised, significant promotion of investment spending requires the joint and coordinated use of regulatory and non-regulatory measures.

It is therefore a priority, at this stage, to continue and strengthen the process of close cooperation with the State Administrations involved in the effective implementation of measures to support investments and reforms, in line with the lines of action of the two main instruments of *Next Generation EU*, i.e. the Recovery and Resilience Facility (RRF), within the mission on "*Green Evolution and Ecological Transition*", to promote the "*Circular Economy*" and the "*Protection (...) of water resources*") and the "*Recovery Assistance Package for Cohesion and European Territories*" (REACT-EU), the latter introduced - with regard to water services - in order to ensure complementarity and synergy with other national and European funds already available.

The Authority also considers it a priority that investments be directed towards increasing the resilience of infrastructures, to mitigate the risks associated with climate change and allow the efficient use of natural resources, by outlining further measures to achieve environmental sustainability, also through investment in innovative solutions by the relevant parties. Since the initial stages of the definition of the PNRR, the water sector, in particular, has appeared to be the natural recipient of a significant share of the expected funding, both because of its status as an essential service, access to which must be universally guaranteed, and because of the overall consistency (between investment programming acts, economic-financial plans and user charges) that has characterised the regulatory approach of recent years. In order to "*guarantee the sustainable management of water resources along the entire cycle and the improvement of the environmental quality of water*", the PNRR identifies courses of action aimed at the security of supply infrastructures, including the reduction of water losses through the digitisation of networks, and the enhancement of the efficiency of wastewater treatment, aimed at moving beyond the existing infringement procedures in Italy and promoting the reuse of wastewater.

At the same time, the PNRR provides for investments to improve the network of sorted municipal waste collection, to build new treatment/recycling plants and to construct

innovative plants for special waste flows. These measures may find effective synergies within the regulatory framework recently launched for the waste sector and, in particular, within the multi-year economic and financial plans, which will be drawn up by the competent territorial authorities, according to the procedures defined by the Authority, as part of an overall framework to support the ecological transition.

The Authority's action has developed and will continue to develop, even more so in the years to come, with the aim of protecting consumers, so that the ecological transition is truly sustainable and aimed, above all, at ensuring that all consumers throughout the country can benefit from advanced services on competitive terms.

This will require the development of new activities, including enforcement, aimed at strengthening consumer protection, information and awareness.

Yet it would be wrong to imagine that the development of an efficient retail market can solely be achieved by increasing the consumer's ability to choose or understand the offers and mechanisms of sectors that certainly have undeniable complexities. Attention also needs to be paid to the behaviour of retail companies, doing away with the idea that the free market exists in a complete and somehow "optimised" form.

At the same time, high-quality and affordable services must be guaranteed for the most vulnerable sections of the population. Particular attention will therefore be paid to vulnerable consumers, in order to minimise any negative effects of the ecological transition, promoting the affordability and socio-economic sustainability of the service for the consumer, through a wider and more efficient use of social bonuses in all regulated sectors, among other things.

The reality of recent months has particularly highlighted the critical issues that price levels and volatility can create for consumers and has drawn attention to the means that are capable of containing their effects, protecting the most exposed consumer classes, without however altering the price signal for consumers capable of engaging in more efficient behaviour.

The actions taken in recent months have in fact been aimed at containing the effects of high prices on consumers, with particular regard to vulnerable customer categories, and at preventing any critical issues relating to security and continuity of supply.

However, the recent extraordinary rise in energy commodity prices also draws attention, at national and European level, to the potential risks associated with the current market structure in terms of security of supply. In pursuing the decarbonisation process vigorously, it will therefore be necessary to assess whether new market instruments should be developed at European level to guarantee both investment and system coverage in the medium and long term.

In the forthcoming four-year period, the Authority will be expected to take an even more active part in the activities of international and European institutions, in order to develop

a coherent framework of rules in all its sectors of competence, in line with European objectives on both environmental sustainability and the circular economy.

As far as the energy sectors are concerned, this means reconciling the EU's objectives of completing cross-border market integration with those of actively integrating all distributed resources, from production to storage and demand.

This does not, however, exhaust the efforts needed.

It is essential that network operators optimise their development decisions and the way they manage dispatching. To this end, evolved and completely output-based incentive mechanisms have been defined for the three-year period 2022-2024, which make the Transmission System Operator responsible for reducing dispatching costs and thus also incentivise it to use innovative system management solutions.

In the electricity sector, distributors themselves will be called upon to be neutral facilitators in finding resources for ancillary services useful for the system as a whole, but also to be buyers of useful resources to better manage their own networks. To this end, trials have already been launched which will prove useful for the necessary regulatory development. The new roles of distributors will inevitably require in-depth studies aimed at assessing whether the existing framework of rules and, above all, the current rules on unbundling, are still adequate to guarantee the full neutrality of distribution companies, whose role, at the same time as the spread of distributed generation, is increasingly expanding, also to include dispatching.

The regulatory framework for the natural gas sector will be reformed in the coming years, as was done for the electricity sector with the *Clean Energy Package*, to take account of Europe's decarbonisation process. The EU Commission's proposals in this regard published on 15 December 2021 (the so-called "Decarbonisation package") will form the basis of the revision of the sector's rules, also in view of the expected development and integration of renewable gases such as biomethane, hydrogen and synthetic gases. The PNRR itself, which allocates about one third of its total resources to Mission 2 "Green Revolution and Ecological Transition", provides for the development of these renewable gases.

With a view to the decarbonisation of the methane gas sector, the Authority intends to define criteria for the economic exploitation of gas networks by introducing appropriate regulatory mechanisms capable of clearly distinguishing between extraordinary maintenance work, aimed at extending the useful life of existing plants, and new investments, including in renewable gas.

Energy carrier decarbonisation, in addition to the promotion of new renewable gases, requires a strong push for electrification of the system (in relation to renewables and storage) and of final consumption. Over the next four years, regulatory instruments will be needed to facilitate innovative infrastructure investments and upgrades without compromising efficiency and selectivity. The first applications of the regulation by

expenditure and service objectives (ROSS in the Italian acronym) approach will go in this direction. At the same time, the strong growth of distributed renewable generation (on and off-shore) foreseen by both the PNIEC targets and the PNRR plans will require careful monitoring of grid development needs, as well as their improvement in terms of digitisation and resilience.

The waste sector will also increasingly be subject to a system of European Union guidelines, according to the Circular Economy paradigm. These are elements that, as is well known, have from the outset characterised the approach of the tariff regulation launched by the Authority, aimed at strengthening the use of certain strategically important decision-making levers, for the proper incentivisation of Circular Economy infrastructures, on the basis of the waste hierarchy. To be effective, this approach will have to be accompanied by the development of stable guidelines based on clear signals.

In order to better position its regulatory action within the framework of the ecological transition, the Authority has planned to link its strategic objectives to internationally recognised sustainability parameters, such as the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda, which are already in use by numerous institutions and companies. Analysis and studies will also accompany the identification of metrics that can complement, where possible, AIR and VIR¹ activities on the one hand, and the assessment of the benefits of investments in regulated sectors on the other.

Finally, the Authority intends to manage its resources and internal processes with increasing efficiency, effectiveness and transparency, as well as, where possible, to implement forms of simplification and streamlining to the benefit of stakeholders, so as to promote regulatory compliance, among other things.

¹ Analysis of the Impact of Regulation (AIR) and Verification of the Impact of Regulation (VIR) as per Resolution GOP 46/08

STRATEGIC OBJECTIVES 2022-2025 AND LINES OF ACTION: CROSS-CUTTING THEMES

A. The informed consumer

The Authority's stated action in the previous Strategic Framework was to facilitate the transformation of consumers² into informed actors in the regulated sectors, albeit with different instruments and timing, in the energy and environmental fields.

With the lifting of price protections in the energy sector, there is an urgent need for consumers to further develop this level of understanding, acquiring the ability to better assess their needs in quantitative and qualitative terms and to make efficient choices accordingly. To this end, the Authority intends to strengthen and substantially expand the set of information and training tools available to consumers by leveraging, among other things, the opportunities offered by technological development and digitalisation while providing them with the tools to guide their choices not only on the basis of price signals but also on the quality of the services offered.

The Authority also plans to further increase the system of non-price protections available to consumers by extending them, for example, to end users in the waste sector and energy communities. The focus of monitoring activities to ensure transparency in end-customer-vendor relations, also in relation to the fees charged, should be considered in this perspective.

The strengthening of non-price protection and consumer information tools will be accompanied, as explained in more detail below, by specific supporting regulatory tools to promote the efficient and participatory functioning of retail markets, protect vulnerable customers and minimise risks to the system.

In addition to the above-mentioned regulatory instruments, there is also the strengthening of the means for the protection of consumers who find themselves in objective difficulties, linked to situations of physical and socio-economic hardship, as well as to emergency conditions resulting from exceptional events: to this end, the Authority envisages not only perfecting the automatic payment of the social bonus, but also defining the implementation methods, also for the waste sector.

Finally, the adoption of a Supplier Register is long overdue. The Authority, to the extent of its competence, will boost the process of qualifying reliable and financially sound suppliers.

² The term "consumer" refers across the board to customers in the energy sector (electricity and gas) and users of environmental services (integrated water service and waste cycle), both domestic and non-domestic small-scale, unless otherwise specified.

OS.1 Promoting consumer empowerment

The Authority intends to empower consumers - both domestic and non-domestic - to make decisions and use the appropriate tools to deal with any problems and potential disputes by using the combination of "information + dispute resolution" as a prerequisite for non-price protection.

Protection tools are also evolving, starting with those offered at national level by the *Sportello per il consumatore Energia e Ambiente* (the Energy and Environment Consumer Help Desk). In this sense, the Authority is continuing its efforts to make them "3D": Widespread diffusion throughout the country, disintermediation with a view to simplifying procedures and digitalisation in line with the country's decisive digital acceleration, while at the same time guaranteeing that these tools are fully usable even for consumers at risk of digital exclusion, through simplified, assisted and dedicated access methods. This will require appropriate regulatory measures, but also targeted information initiatives, without prejudice to the qualified assistance of consumer associations. Remarks should also be done to the implementation of the latest EU legislation.

Consumer empowerment also depends on the consumer's ability to assess the services on offer in a highly dynamic context where structural change in sectors and the increasing digitalisation under way are changing the framework conditions. Evaluating the services on offer, in comparative terms and with uniform rules for the different players, is a potential guiding tool for the final consumer's choices.

In the energy sectors, despite the many tools already developed by the Authority, it still seems difficult for consumers to compare offers in economic terms. Therefore, in the next four years too, the Authority's attention will remain high on the subject, strengthening the functions and use of the *Portale Offerte* (Offers Portal), also through closer coordination with the *Portale Consumi* (Consumption Portal).

Increased user awareness is also a central objective for the environmental sectors, not only because of the cross-cutting nature of the tools, but also with a view to assessing the quality of service and the associated regulatory obligations for operators.

Main lines of action

- a. **Strengthening Alternative Dispute Resolution (ADR) tools for customer/end-user disputes**, also in accordance with the new EU provisions on the subject and making the most of local experience. Actions will concern the integrated promotion of conciliation with other Independent Authorities with similar tools and/or those "competent for ADR" under the Consumer Code, as well as the promotion of awareness of the Conciliation Service. Water utilities' compulsory participation in conciliation procedures will be

progressively extended to full coverage, thus becoming a condition for access to ordinary legal proceedings. In the case of joint conciliations, opportunities for improvement will be explored with stakeholders, while respecting the autonomy of the parties involved.

- b. **Identifying specific forms of dispute resolution for members of Energy Communities** in a framework of legal relations between actors that appears different from the typical operator-user or supplier-distributor-customer relationship.
- c. **Strengthening and promotion of flexible tools for responding to complaints and the provision of information by suppliers/managers on the problems encountered by their customers/users**, in order to encourage the increasing use of smart and timely ways of informing and responding to complaints to the full satisfaction of the complainant.
- d. **Raising consumer awareness** by stepping up information about consumer rights, including through comparative publications and by outlining regulatory actions and instruments on the basis of consumer surveys, among other things. The results of the comparative surveys on end-customers' perceptions of the quality of call centres and complaint-handling services of electricity and gas suppliers will be made available in a simplified and user-friendly manner, potentially helping customers to choose a supplier. Specific measures aimed at promoting better user understanding of the service will then be adopted both in the waste sector (e.g. through information and awareness-raising campaigns run by managers/consumer associations/authorities) and in the water sector, where activities aimed at promoting water saving will be continued, carried out in accordance with the strategic lines of action for the three-year period 2019-2021. They will also be strengthened through collaboration with other State Administrations, in order to carry out information campaigns to which, moreover, the "Fund for the promotion of the conscious use of water resources", established by the Budget Law 2021, is allocated. In the energy sectors, specific information campaigns will accompany the lifting of price protections, also in cooperation with other bodies and institutions.
- e. **Solutions to simplify access to individual portals and information services provided by the Authority in the energy sector** by developing a single integrated access mode (e.g. by combining in a single portal the currently separate access points to the Consumption Portal, the *Portale Offerte* (and the *Sportello per il Consumatore Energia e Ambiente* **and to favour the effective use of the individual energy consumption data recorded in the Consumption Portal by authorised third parties**, granting access to these third parties (such as energy communities, aggregators, sellers, energy consultants and consumer associations) in compliance with the regulations on the protection of individual data.
- f. **Enhancing the functions of the *Portale Offerte*** in order to provide consumers with more complete information on the opportunities for choosing a supplier

and to transparently assist them in signing up for new offers, including through greater integration with the Consumption Portal and continuous improvement of the way in which information on the features of these offers is displayed.

- g. **Developing new profiling for typical consumers**, including non-domestic customers, to be added to the profiling of the typical domestic consumer in order to assess the energy price trend over time for specific categories of consumers.
- h. **Promoting customer satisfaction surveys**, introducing standardised models for acquiring information on the level of service perceived by the end consumer. It is believed that this work may be particularly necessary in the waste sector, where quality regulation is being defined and will only take effect in the medium term.
- i. **Adopting measures to simplify and increase the transparency of bills for all regulated services**, in order to make the information contained therein easier to understand, also by extending the pages of the Authority's website dedicated to reading energy sector bills (bolletta.arera.it "How to read your bill") to all regulated sectors. The bill simplification measures will require adjustments to the provisions on transparency, taking into account, among other things, the evolution of reference legislation in the European context and its implementation (i.e. Legislative Decree no. 210 of 8 November 2021 on the implementation of Directive (EU) 944/2019 for the electricity sector).

OS.2 Strengthening the safeguards for consumers facing hardship

The Authority, also in view of the most recent tensions on the energy market price front, intends to pursue continuous adjustment and improvement of the instruments made available to consumers facing economic and/or physical hardship and to those affected by emergency situations. The aim of the regulator is to ensure greater economic and social sustainability of services, especially for consumers in socio-economic hardship, by increasing the effectiveness of protection instruments and, ultimately, the number of people eligible who are actually protected.

Main lines of action

- a. **Enhancing social bonuses for electricity, gas and water for consumers facing hardship and defining the procedures for implementing the social bonus also for the waste sector**, based on criteria to be identified in the expected Prime Ministerial Decree implementing primary legislation. Further refinement of the automatic bonus payment mechanism that has already led to a significant increase in the number of beneficiaries.
- b. **Developing further information projects for citizens facing hardship**, also by interacting with consumer associations and organisations in the area as well as the territorial network of municipalities, promoting in particular direct information to households entitled to the electricity bonus for physical hardship and the wider use of ISEE (equivalent financial situation index) as a fundamental tool for accessing bonuses.
- c. **Strengthening and standardisation of tools for the protection of consumers affected by exceptional events**, including through the implementation of the provisions of Legislative Decree No 210 of 8 November 2021 implementing EU Directive 2019/944.

OS.3 Protecting and promoting transparency and fairness in end-customer-supplier and operator-user relations

In view of the increased opportunities for choosing offers and suppliers in the energy market, the Authority intends to promote the fairness and comprehensibility not only of supply contracts, commercial offers and bills, but more generally of all forms of communication between sales operators and end consumers in order to safeguard the interests of the consumer. This also requires, upstream, the proper implementation of brand policies and related communication activities by suppliers.

In this sense, it is planned to significantly strengthen control activities and, more generally, enforcement activities, aimed at protecting transparency in end-customer-supplier relations and consumer awareness, ensuring, in particular, the proper operation of companies in the face of price protections.

With regard to the widespread phenomena of unfair commercial practices in the marketing of electricity and gas and in the relations between operators and users in water services, the Authority shall guarantee the utmost cooperation with the Antitrust Authority, by cooperating within the framework of sanctioning proceedings, and, in particular, by providing technical support by issuing opinions within the sanctioning proceedings themselves. This cooperation may be extended to the district heating sector and the waste sector where appropriate.

Main lines of action

- a. **Strengthening of checks on the way in which costs are determined and charges are applied to users by operators**, including by identifying, through appropriate analysis of available data and information, the main potential critical factors underlying inadequate charges to households and businesses.
- b. **Carrying out monitoring activities on compliance with suppliers' disclosure obligations in communications with consumers** in order to ensure adequate transparency in the supplier-customer relationship. Particular attention will be paid to verifying compliance with suppliers' obligations regarding the comparability of offers presented to the consumer with the information contained in the Portale *Offerte* and the correspondence of fuel mix communications in the bill with the relevant data provided by the Energy Services Operator.
- c. **Strengthening the monitoring of compliance with the rules on brand separation and related communication policies.**

B. Coordination on intersectoral regulatory aspects

Regulating infrastructures, in the various spheres of energy and the environment sectors, while respecting sectoral specificities, has for some time shared some fundamental regulatory tools, such as, for example, the accounting unbundling and the guideline aimed at promoting innovation. In the coming years, these developments will be consolidated in both policy areas, while strategic regulatory interventions in particular will be oriented towards environmental sustainability objectives.

OS.4 Defining a unified framework for accounting unbundling in all regulated sectors

The Authority, while taking into account the specificities of the various sectors of energy and environmental services, will finalise the definition of an accounting unbundling framework, based on uniform principles for all regulated sectors, updating the current Integrated Text on the subject also in relation to the developments in renewable gases and introducing, with reference to the urban waste sector, directives for the accounting and administrative unbundling of management, also for the purposes of correct cost breakdowns.

Main lines of action

- a. **Updating of the integrated text on accounting unbundling also in relation to developments in European renewable gas legislation** to monitor and contain the risk of cross-subsidisation between different energy carriers.

- b. **Developing guidelines for accounting and administrative unbundling in the municipal waste sector**, including for the purpose of proper cost breakdown, taking into account the specificities of the sector and the effects of the new rules in terms of reallocating costs included in the reference tariff revenues.

OS.5 Promoting innovation

For some time now, the Authority has been orienting its regulatory instruments towards promoting innovative processes in compliance with the principle of technological neutrality in order to stimulate competitive dynamics and the deployment of technological innovation. In this context, it should be remembered that, while on the one hand the Authority is promoting a number of pilot projects to facilitate the development and dissemination of innovative activities, on the other hand it has adopted, albeit in different ways in the environmental and energy sectors, output-based regulatory approaches for the development of infrastructures which, by rewarding improved performance, including qualitative performance, favour the dissemination of innovative technologies. Continuing in this vein over the next four years, the Authority will in particular exploit all the opportunities offered by digitalisation to improve services to consumers. The Authority will also promote system innovation for the development of renewable gases and hydrogen.

Main lines of action

- a. **Promoting the adoption of innovative solutions in all regulatory instruments**, such as in the introduction of specific incentive mechanisms and measures, when integrating the regulation of the technical quality of water services (SO.13) and implementing the regulation by expenditure and service objectives (ROSS) approach in the energy sector (SO. 26). In addition, it is envisaged that trial-based regulation will also be extended to the water sector, also drawing on a dedicated fund, to support initiatives considered worthy (in line with the objectives of regulation), and to make information available to the system so that the selected pilot projects can be replicated.
- b. **Promoting and developing the renewable gas and hydrogen sector**, including through the extensive application, for all regulated and unregulated operators, of pilot projects and innovative regulation (SO 28).
- c. **Promoting incentive mechanisms aimed at rewarding "early adopters" of available technological innovations** who thus become a "flywheel" for the system in terms of disseminating innovative experiences.
- d. **Designing a dedicated "virtual space"**, also in cooperation with other existing public service platforms, offering consumers in regulated sectors an interface to easily access, in an integrated way, all the information they need to operate in the markets consciously. Please refer to SO.1, line of action 1e.

OS.6 Orienting strategic regulation towards social, economic and environmental sustainability objectives

The Authority intends to orient its strategic regulation towards social, economic and environmental sustainability objectives, also making use of the objectives and targets set by the UN 2030 Agenda for Sustainable Development previously introduced in this Strategic Framework (see Annex 1). By means of specific analysis and study activities and interaction with stakeholders, the Authority also intends to define, in line with the national and European regulatory framework, convergent metrics at a cross-sector level that can better guide infrastructure investment choices in a manner consistent with the country's ecological transition path, also taking into account the Taxonomy of eco-compatible activities defined by Regulation (EU) 2020/852 and subsequent delegated acts.

Main lines of action

- a. **Promoting the socio-economic and environmental sustainability dimensions** of the Strategic Framework 2022-2025 by linking each strategic objective to the United Nations 2030 Agenda for Sustainable Development Goals.
- b. **Launching**, also in collaboration with a special stakeholder panel, **study and research activities to identify metrics common to the environment and energy sectors** that can be used both to assess the benefits (in terms of sustainability) of infrastructure investments and in AIR/VIR activities.

C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context

In parallel with the implementation of the "*Clean Energy Package*" in the coming years, it will be necessary to direct the Authority's attention to the EU Commission's legislative proposals of the so-called "*Fit for 55 package*". Among these, in particular, the proposals of the so-called "*Decarbonisation Package*", presented on 15 December 2021, which proposes a new framework of rules for future developments in the natural gas, hydrogen and renewable gas sectors, will require special attention in light of the country's dependence on natural gas, both for domestic and industrial use, exacerbated by recent price dynamics.

Just as much attention will have to be paid to the integration processes of the European market, and of this with third countries bordering the Union. The development of regulatory best practices, with neighbouring area regulators, will be necessary to approach a process of ecological transition that cannot, by its very nature, be limited to the borders of the Union.

In addition, the European Green Deal sets out a number of environmental objectives in areas within the Authority's remit, including reducing water pollution levels and the transition to a circular economy. In particular, for the integrated water services and waste sectors, reference is made here to the European Commission's proposals for the Zero Pollution Plan, which envisages a net reduction in the amount of plastics and microplastics released into water and the environment by 2050, and the Circular Economy Plan, which promotes sustainable consumption in sectors with the highest potential for circularity, including water.

In view of these developments, the Authority intends to strengthen its interactions with stakeholders on European issues, in particular during the definition phase of the regulatory framework.

OS.7 Promoting the development of European rules consistent with the national regulatory system

The Authority intends to reinforce its advocacy and advising activities vis-à-vis the European Institutions on specific issues of relevance for regulatory action, in order to provide, within the scope of its powers, a contribution enabling the development of a regulatory framework consistent with the specificities of the Italian system.

In ACER, the Agency for the Cooperation of Energy Regulators, and in the regional forums, particular attention will be paid to the implementation of European regulations and related methodologies (Guidelines for Balancing, System Operation and CACM, Capacity allocation and congestion management), as well as to the development of new regulations under the “*Clean Energy Package*”.

Advocacy and advising towards the European institutions in the energy sector will focus on the European Commission's proposals of the so-called "*Decarbonisation Package*" presented on 15 December 2021. This will be developed where possible through CEER, the Council of European Energy Regulators, of which the Authority is a founding member, and in collaboration with ACER to clearly convey the messages shared by the European regulatory community.

In the environmental sector, the Authority intends to promote activities, within the WAREG European Water Regulators Association and the WASTE-REG network, aimed at strengthening the role of independent regulation in Europe and favouring the harmonisation of the European regulatory framework, through dialogue, the exchange of regulatory best practices and advocacy initiatives towards European institutions and capacity building among national regulators.

Main lines of action

- a. **Promoting a regulatory framework that ensures that the national system participates in the development of the European renewable gas market under non-discriminatory conditions compared to other European systems (i.e. level playing field).**
- b. **Contributing to the definition of the forthcoming European grid codes for the integration of renewables, demand and storage** in line with wholesale electricity market developments (SO. 21).
- c. **Promoting, through WASTE-REG, the association of waste sector regulators, and WAREG, the association of water sector regulators, regulatory initiatives and coordination of advocacy with European institutions** - also in collaboration with counterpart agencies in other countries, research bodies and European Institutions - to achieve the objectives of the "*Circular Economy Package*" and to encourage the reform of directives and

regulations in the water sector³, enhancing the role of independent regulation and the characteristics of national systems.

- d. **Defining common best practices at European level by promoting cooperation with Ombudsmen and European alternative dispute resolution bodies for consumer disputes.**

OS.8 Supporting the integration of non-European areas of strategic interest and sharing regulatory best practices

For some time now, the Authority has been playing a pivotal role in the process of integrating the countries of the Balkan area into the single European energy market, in view of its strategic importance for the national system, as evidenced by important infrastructural developments, such as the Italy-Montenegro interconnection cable and the TransAdriatic Pipeline (TAP). The increasing physical integration and coupling of the Euro-Balkan markets will favour, on the one hand, the diversification of national supply sources and, on the other, the area's contribution to the European energy transition process.

The Mediterranean area is also the natural context within which the Authority will strengthen its initiatives aimed at a harmonised development of the Euro-Mediterranean energy markets, taking into account the developments in energy transition, technological innovation and process digitisation.

Finally, in view of the challenges posed by decarbonisation, the Authority believes it is important to promote the exchange of technical and regulatory knowledge, also by leveraging the well-established collaboration mechanisms between energy regulators.

Main lines of action

- a. **Promoting the integration of the Balkan and Mediterranean energy systems with those of the European Union** to facilitate the integration of third countries with the national market.
- b. **Support for the implementation of the Balkan Energy School (BES)** to facilitate capacity building for regulatory reforms to promote the integration of the Euro-Balkan energy markets.
- c. **Joining regulatory capacity building initiatives on decarbonisation and energy transition** through participation, as a founding member, in Ofgem's⁴ initiative, the Global Regulatory Accelerator for Energy Transition, presented in Glasgow at COP 26⁵.

³ Reference is made here to the delegated acts of the *Drinking Water Directive*, revision of the *Wastewater and Agricultural Sludge Directives*.

⁴ Office of Gas and Electricity Markets, the UK energy regulator

⁵ The initiative, promoted by Britain's energy regulator Ofgem, will be launched as part of the preparations for the 2021 United Nations Climate Change Conference, COP 26, and will be coordinated by the International Energy Agency (IEA) and the International Agency for Renewable Energy (IRENA).

D. Efficiency, effectiveness, administrative transparency and simplification

The Authority's action has always been guided by the principles of efficiency, effectiveness and administrative transparency.

In order to further strengthen these important principles in its administrative action, the Authority intends to optimise the organisation of internal activities, with a view to further improving productivity and achieving streamlined and transparent processes, to the benefit of all stakeholders.

About transparency, it should also be noted that the Authority has always been committed to strengthening transparency and corruption prevention measures, provided for in the Three-Year Plan for the Prevention of Corruption and Transparency and set out as priority objectives of its administration, together with compliance with privacy legislation.

The Authority also intends to make the data and information at its disposal more usable, guaranteeing simplified and dynamic access, also by revamping its website, and at the same time expanding the range of cognitive tools.

Finally, the Authority intends to set a further strategic objective, aimed at simplifying and streamlining the set of regulatory provisions and tools, with a view to promoting regulatory compliance.

OS.9 Optimising the usability of data and information for the benefit of stakeholders

The Authority's information assets are constantly growing, as are the tools for accessing and exploiting data. The Authority intends to broaden the range of parties using the information tools already available and to establish a regular flow for the production, publication and dissemination of sectoral documents and analyses produced by the various directorates, providing reading or navigation tools tailored to the different needs of stakeholders.

Main lines of action

- a. **Creating a new website for the Authority**, oriented towards use on mobile devices, also enhancing the English version of the site.
- b. **Integrating new data visualisation and data journalism tools into the new website**, allowing stakeholders to compare the performance of regulated entities at a territorial scale, both in competitive and monopolistic activities, and providing simplified and dynamic access to relevant data. The information on the site will be enriched by, among other things, the Consumer Atlas, with the production and dissemination of multimedia content.
- c. **Launching of a publication line by the Authority**, with in-depth coverage of specific regulatory issues.

OS.10 Promoting regulatory impact assessment and compliance verification

In relation to regulatory impact assessment, the Authority intends to strengthen the ex-ante analysis, and ex post verification, of regulatory impact.

With regard to sanctions and commitments, the Authority intends to more specifically define the methods for determining sanctions and the methods for measuring the cost of commitments according to the seriousness of the infringement for which proceedings are brought, without prejudice, pursuant to Article 45(3) of Legislative Decree No. 93 of 1 June 2011, to an assessment of the usefulness of the commitments for the more effective pursuit of the interests protected by the rules or measures infringed. Moreover, as part of the commitments, the Authority intends, among other things, to enhance regulatory compliance tools capable of systematising correct and timely compliance management, by developing standard models to be shared with the proposing party.

The Authority will also continue to pursue the objective of timely handling of proceedings, in particular new ones.

Finally, for the purpose of identifying the areas of scrutiny, the Authority intends to progressively implement a methodology for risk analysis, based on the principles of planning and proportionality, i.e. through the preliminary assessment of the risk associated with a given activity and the likelihood of damage to the protected public interest and its impact.

Main lines of action

- a. **Strengthening ex-ante and ex-post tools for analysing and evaluating regulation**, by introducing new and simplified tools for monitoring the way in which the objectives of measures are set and the ways in which they are achieved. At the same time, using best practices for assessing the effects of regulation, tools will be identified to monitor and compare ex post the most significant impacts of regulation.
- b. **Amendments to the Sanctions Regulation**, in particular to **better specify the methods for quantifying sanctions**, as well as the methods for measuring the cost of commitments according to the seriousness of the violation for which proceedings are brought, in order to ensure effective deterrence according to increasingly transparent and objective criteria, without prejudice, pursuant to Article 45, paragraph 3, of Legislative Decree no. 93 of 1 June 2011, to an assessment of the usefulness of the commitments for the more effective pursuit of the interests protected by the rules or measures infringed. Moreover, as part of the commitments, the Authority intends, among other things, to enhance (without prejudice to Article 17(2)(e) of the Regulations on Sanctions and Commitments) regulatory compliance tools capable of systematising correct and timely compliance management, by developing standard models to be shared with the proposing party.
- c. On the subject of improving the efficiency and effectiveness of its enforcement action, the Authority intends to **prepare a plan of enforcement activities more strongly based on a clear indication of the selection criteria, as well as a classification of the risks of breaking the obligations and the related impacts**, by simultaneously developing an analysis methodology that takes into account the specificities of the sectors of competence. To this end, actions will be coordinated with other institutions to streamline and simplify supervision of companies, with the aim of maximum effectiveness.

OS.11 Improving work organisation and productivity, promoting training and skills development and organisational well-being

The development of innovative forms of hybrid work and the introduction of operational flexibility tools are a way of working that aims to increase company productivity and better reconcile people's private lives with work, with indirect benefits, including in terms of the environmental sustainability of activities.

In parallel with this reform, the Authority plans to innovate the way in which staff are evaluated with a view to enhancing the actual results obtained, in relation to the objectives assigned, in the light of the new working methods.

To support this substantial change in the way work is carried out in the Authority, specific training initiatives will be implemented, in order to support organisational and cultural

change, as well as to guarantee opportunities for inclusion and to facilitate moving beyond traditional organisational models.

Moreover, the Authority aims to support the constant development of specialised and cross-cutting skills, which are a prerequisite for regulating highly complex sectors, such as energy and the environment, and which safeguard the independence and authority of the regulator.

Finally, in order to promote organisational wellbeing and social inclusion, the Authority intends to launch a number of equal opportunities initiatives, in line with, inter alia, the 2030 Agenda's Sustainable Development Goals as well as the EU Commission's European Strategy for Gender Equality 2020-2025 and the European Institute for Gender Equality (EIGE) guidelines.

Main lines of action

- a. **Defining new ways of working remotely and developing staff:** launch of a training programme in which the Authority's staff are involved in training processes aimed, on the one hand, at constantly updating digital skills and the ability to work effectively and independently remotely and, on the other hand, at steering their work towards satisfactory performance, including by revising the staff assessment system, which is already based on assigned objectives, and carrying out a staff training programme on performance management issues.
- b. **Actions for staff acquisition and development of specialised and cross-cutting skills:** organisation of in-house seminars in both technical-regulatory and legal-institutional fields, as well as specific training and courses.
- c. **Undertaking equal opportunities work** to draw up a gender balance sheet (evolution of the Authority's staff composition over 25 years) and comparison with benchmarks of other European regulators in line with the EU Commission's European Strategy for Gender Equality 2020-2025 and the European Institute for Gender Equality (EIGE) guidelines.

OS.12 Promoting Digital Transformation for more efficient and transparent process management

For some years now, the Authority has been carrying out a series of projects aimed at computerising and automating internal processes, in line with its principles of efficiency, effectiveness and administrative transparency.

Specifically, by developing Digital Transformation, the Authority aims to strengthen the technological tools available and to encourage, also through a specific training programme, the implementation of 'Digital-first' processes, in which the use of digital methods is the main and natural choice for carrying out office activities.

At the same time, thanks to the possibilities of Digital Transformation, the Authority intends to pursue the objective of making existing processes more efficient, simpler and more effective, thus reducing the risk of error.

The ability to monitor and track the status of a digital process, as well as the ease with which it can be shared, will also ensure greater transparency in the Authority's administrative acts.

Main lines of action

- a. **Digital Transformation projects focused on introducing new digital tools and technologies**, in order to address the evolution of processes both strategically and operationally. The approach already used for the introduction of the Board's records management platform (programming) will be extended.
- b. **Continuing the gradual introduction of natively digital tools**, capable of enabling a new way of working and supporting the work of offices and departments, allowing the creation of customised digital workflows, in a context of centralised control over access to data and a strong focus on IT security aspects.
- c. **Implementation of specific solutions for individual offices/functions within the Authority, with the aim of updating existing processes**, in order to automate and make them more efficient. By way of example: management of disputes and sanction proceedings, the introduction of IT platforms for better organisation and management of anti-corruption and privacy-related tasks, as well as the evolution and optimisation of solutions already introduced within the Authority (e.g. the platform for managing the Board's proceedings).
- d. **Introduction of automatic procedures for checking the correct payment of the operating fee** in order to improve the efficiency of specific internal processes.

STRATEGIC OBJECTIVES 2022-2025 AND LINES OF ACTION: ENVIRONMENT AREA

A. *Environmental sustainability in infrastructure development*

The global and European targets for the near future (to 2030 and 2050) are ambitious. The Authority, within the framework of the functions and tasks assigned to it, considers it a priority to strengthen the measures capable of accelerating the transition towards the development of quality, reliable, sustainable and resilient infrastructures. Regulatory action over the next four years will be geared towards consolidating the results achieved in the environmental sectors, as well as the effective implementation of the instruments identified by the recent PNRR, in particular, for the purposes of improving "*waste management and the circular economy, strengthening the infrastructure for sorted waste collection, modernising or developing new waste treatment plants*", and ensuring "[the] *safety and [the] efficiency of the water system*"⁶, promoting mechanisms, to improve the "*resilience and adaptation to risks related to [climate change]*"⁷.

OS.13 Promote improvements in the quality and efficiency of water infrastructure

The Authority, with the aim of helping to achieve the objective of guaranteeing the availability and sustainable management of water, intends to further strengthen the measures to guide investment choices of the relevant actors towards innovative solutions with a lower environmental impact, as well as greater resilience to extreme events, related to ongoing climate change.

Efficient water use, securing supplies, reducing pollution and the release of hazardous substances, reducing untreated wastewater and increasing the safe reuse of water will inform the design of a renewed regulatory framework, in continuity with the development pathways already mapped out by the Authority and, consistent with the goals set by Agenda 2030, for sustainable development.

The Authority's action will also be aimed at ensuring effective use of available public resources and identifying works of strategic importance on the national territory, consistent with existing plans.

⁶ See "*Mission 2: Green Revolution and Ecological Transition*" of the PNRR.

⁷ See Goal 13 "*Take urgent action to combat climate change and its impacts*" of the 2030 Agenda.

Main lines of action

- a. **Updating and completing the technical quality regulation and carrying out the quantitative assessments required for the application of the relevant incentive mechanism.** In particular, the specific standards in force will be reinforced (to guarantee the continuity of the water supply service) and indicators will be introduced to mitigate risk and contain environmental impact (with related incentive mechanisms, also with a view to promoting the adoption of innovative solutions). Procedures will also be defined to enhance best practices in water reuse on the basis of indicators that take into account, for example, the comparison between water intended for reuse and water that can be used for reuse as a whole.
- b. **Collaboration with the Administrations involved in the definition of the "National plan of infrastructural and safety interventions in the water sector"⁸ and in the effective implementation of the Next Generation EU tools,** helping to assess and select projects aimed at ensuring the safety of supply infrastructures, reducing water losses (also through the digitalisation of networks) and increasing the efficiency of wastewater treatment (also through technological innovation).
- c. **Strengthening of measures aimed at promoting the effective implementation of planned investments,** with a renewed focus on the progress of works, for which financing/co-financing through public resources is foreseen. In particular, the systems for verifying the effectiveness of investment spending will also be extended to investments covered, in whole or in part, by public funds, providing for specific penalties in the event of failure to implement the measures initially planned, taking into account the achievement of the related targets.

OS.14 Promoting the creation of appropriate infrastructure for waste management

The Authority proposes to implement new regulatory actions and instruments, necessary to take into account, at the same time, the effects of the transposition of the so-called "*Circular Economy Package*" and the concomitant implementation of the PNRR, according to a stable approach that focuses heavily on the infrastructural profile of the sector, and on promoting both the capacity of the local system to fully manage waste, and the achievement of European and national environmental objectives, such as, for example, the prevention or increase of reuse and recycling levels, on the one hand, and the reduction of landfill, on the other.

The PNRR envisages measures for the waste sector that will prove useful in helping to relaunch the country as a whole, contemplating both investments (aimed at "*improving the network of sorted urban waste collection, building new treatment/recycling plants for*

⁸ According to the regulatory changes brought about by Decree-Law 121 of 10 September 2021.

organic waste, multi-material waste, glass, paper packaging and constructing innovative plants for particular flows") and reforms, noting that, in the light of "the EU Commission's findings on the absence of an integrated network of waste collection and treatment plants, attributable to the insufficient planning capacity of the Regions and, in general, to weak governance, it is necessary to develop a National Waste Management Programme".

This is a set of actions that the Authority intends to support, through effective coordination of the work carried out by the actors of the multi-level regulation that characterises the sector, completing the design of a local system capable of closing the management cycle.

Main lines of action

- a. **Implementing the incentive measures and the equalisation system connected to environmental components**, introduced - on the basis of the waste management hierarchy - with the Waste Tariff Method for the second regulatory period (MTR-2), also quantifying them, as well as any subsequent updates that may be necessary.
- b. **Identifying initial minimum quality standards for infrastructure services for closing the loop**, including technical and quality standards for disposal and recovery activities (in line with the outcome of the parliamentary debate - started at the end of 2021 - on the "*Annual Market and Competition Law 2021*").
- c. **Collaboration with the Administrations identified in the PNRR to implement the measures for the "*Construction [of] new waste management facilities and modernisation of existing facilities*" and the "*Flagship circular economy projects*"**, assisting in the evaluation and selection of the proposed interventions, in accordance with the provisions of the decrees of the Ministry of Ecological Transition 28 September 2021, nos. 396 and 397. In addition, the Authority will contribute - within the specific working group set up for this purpose - to defining the National Waste Management Programme, with the aim of "*filling the gaps in plants and management [as well as] achieving the objectives set out in the new European and national legislation (percentage of waste collected separately and percentage of waste in landfills, reuse, recovery, etc.)*".

OS.15 Supporting the development and efficiency of district heating infrastructure

The potential contribution of the district heating sector to global sustainability goals can be significant in areas where the service has been developed.

The Authority, also taking into account the availability of public resources, considers it necessary to promote high-quality, energy-efficient and environmentally sustainable district heating infrastructures, integrated with other energy systems, considering that - as underlined in the PNRR - "*within the technological mix, which will have to guarantee the*

achievement of the next decade's environmental objectives in the heating and cooling sector, district heating plays a fundamental role (...), due to its ability to integrate efficiency with the use of renewable sources, as well as the relocation and reduction of polluting emissions".

At the same time as identifying investments for the "*development of district heating systems*", the PNRR indicates that the Authority should define further quality standards and service obligations as a supporting action, also with a view to fully protecting the information rights of end users and the freedom of choice of supplier.

The Authority therefore proposes to introduce measures to ensure service continuity and the availability to users of accurate and reliable information on energy consumption, also in line with the provisions set out in Legislative Decree No. 73 of 14 July 2020 concerning the "*Implementation of Directive (EU) 2018/2002 amending Directive 2012/27/EU on energy efficiency*".

Main lines of action

- a. **Defining the technical and economic conditions for the connection of third-party plants to the district heating networks**, improving the energy and environmental performance of district heating systems by reducing energy consumption and pollutant and climate-changing emissions. Particular attention will be paid to incentivising initiatives to recover heat from industrial activities, connected to the city's district heating networks.
- b. **Updating of the technical quality framework and definition of the performance characteristics of newly installed meters**, also by preparing a cost-benefit analysis methodology for assessing the economic sustainability of retrofitting existing meters.
- c. **Updating of the regulations on connections and disconnections**, also simplifying the procedures for exercising the right of withdrawal, by revising the procedures for applying the safeguard fee.
- d. **Strengthening of the commercial quality regulations**, redefining the services subject to quality standards and adjusting the relevant compensation.

B. Economic and financial sustainability of operations, under conditions of efficiency, and affordability

Promoting the appropriate development of innovative technologies, which are indispensable for moving towards a circular economy with a high level of resource efficiency, can only be part of an overall framework of rules that - by emphasising the necessary industrial approach - ensure the continuity of essential services, including environmental services, and the effective use of all available economic and financial resources, guaranteeing, among other things, consistency between the cost of the service

and its level of quality, with constant attention to affordability for all users, to whom the correct price signals must also be conveyed.

OS.16 Recognising efficient costs for the sustainability of water service management and user charges

The Authority, within a stable and certain general framework of rules, considered effective and credible by the various actors in the water sector, proposes, in the context of updating the criteria for the recognition of efficient service costs, to define (with an output-based approach) the methods for evaluating the resources allocated to achieving each quality standard associated with the services provided, on the basis of ex-post data. Among other things, when defining the tariff method for the fourth regulatory period, the Authority intends to identify the most effective ways of supporting adaptation to new legislation in the water sector (for example, the provisions of Directive (EU) 2020/2184 on the quality of water intended for human consumption, to be transposed into national law by January 2023).

At the same time - in line with the 2030 Agenda's goal of "*fair, responsible and sustainable industrialisation*" - the aim is, on the one hand, to further promote the adoption of more environmentally sustainable technologies and industrial processes and, on the other hand, to strengthen management support for "*access (...) to financial services, including loans*".

Continued emphasis on guaranteeing universal access to water, under sustainable conditions, will continue to guide the Authority's action in the near future, recalibrating (again asymmetrically and selectively, on the basis of territorial specificities) the rules on the annual limits for limiting tariff growth and on the distribution of fees to end consumers.

Main lines of action

- a. **Updating the rules for the recognition of efficient operating and investment costs**, in which the use of statistical models should be extended and, on the basis of new evidence, further mechanisms to promote management efficiency (including in terms of energy consumption) should be developed, as well as extending incentives to encourage energy efficiency measures, reduction in the use of plastics, recovery of raw materials, reuse of water, in particular by further promoting - in line with the waste management hierarchy - the reduction of the overall amount of sewage sludge disposed of in landfills.
- b. **Identifying further instruments to ensure the efficient financial sustainability of operations and overseeing the activation of the "Water Works Fund"**, assessing - with a view to synergy and complementarity with the PNRR instruments - requests for the issue of guarantees for the repayment of credit claimed by lenders or investors, or the value of the takeover due to the outgoing operator.
- c. **Introducing new measures to simplify and streamline fee structures**, taking into account both the methods for implementing the per capita tariff and the regulatory changes in the area of consumption metering and fee allocation, in particular, in relation to the individual building units underlying central heating users. Therefore, even in the case of pooled users (where generally - at present - the individual housing units do not know their own consumption and the application of fees does not reflect the actual distribution of consumption between the different units), the Authority will gradually introduce (and according to developments in metering activities, referred to OS 18 below) criteria for the distribution of tariffs that promote the efficient use of water resources in accordance with the principle of "Water Conservation".
- d. **Regulating the procedures to allow the competent bodies to adopt measures to benefit the communities affected by their proximity to specific plants** (of a particular type and with expressly identified characteristics), providing for compensatory measures (to be taken into account in the criteria for the recognition of efficient costs) in order to help overcome so-called "*NIMBY syndrome*".

OS.17 Recognising efficient waste management service costs and determining tariffs in the light of the Circular Economy paradigm

The strategic actions referred to in this measure cover the four-year period in which the Authority is called upon to monitor the application of the tariff regulation for the waste sector, launched in August 2021, contributing to creating the conditions for achieving the new EU and national targets.

The Authority will assess the impact of technological developments on the configuration of supply chains, also in the light of the effects of the regulatory changes introduced by Legislative Decree No. 116, concerning the qualification of waste produced by non-domestic users and the option for such users to deliver municipal waste outside the public service. Moreover, with reference to determining the demand for public collection, transport and treatment services, or, from a different legal point of view but with similar effects in economic and financial terms, with reference to the definition of waste, whether or not it falls within the perimeter of regulated activities and, consequently, subject to the relevant cost recovery, according to the way in which it is collected from the end user, appears to be a very important issue, which requires the Authority to identify - on the basis of a constant evidence-based analysis - the most suitable measures for graduating the effects over a reasonable period of time.

Some of the economic instruments referred to in the aforementioned Legislative Decree No 116 of 3 September 2020, as well as other measures to encourage the application of the waste hierarchy, require the development of further measures, to be placed within a framework of progressive stability and regulatory certainty. In particular, new measures will be triggered with regard to prevention and recycling, *“pay-as-you-throw schemes that charge waste producers based on the actual amount of waste generated and provide incentives for source separation of recyclable waste and reduction of mixed waste”*, as well as *“extended producer responsibility schemes for various types of waste and measures to enhance their effectiveness, cost-efficiency and governance”*⁹.

Main lines of action

- a. **Updating and integration of the waste tariff method**, in the light of the evidence from the first application of the MTR-2 measures to promote the system's capacity to fully manage waste. A limit to the annual growth of tariff revenues and plant access fees, and the possibility of defining proximity criteria for the benefit of communities in areas bordering the plants themselves, will be factors that the Authority intends to maintain, with a view to the sustainability of the economic conditions applied to users, also when setting the tariff regulations for the third regulatory period.
- b. **Revising the current regulations on user fees**, with regard to the criteria for allocating fee revenues between domestic and non-domestic users, also favouring the gradual transition to point pricing (with the aim of introducing pricing systems that provide adequate price signals to users, in accordance with the EU principle of "pay-as-you-throw", with positive effects also in terms of waste prevention).
- c. **Determining and updating efficient costs for the management of sorted collection, transport, and sorting or other preliminary operations**, establishing the fundamental principle of "Extended Producer Responsibility"

⁹ See Article 8(6) of Legislative Decree No 116 of 3 September 2020 on *"Implementation of Directive (EU) 2018/851 amending Directive 2008/98/EC on waste and implementation of Directive (EU) 2018/852 amending Directive 1994/62/EC on packaging and packaging waste"*.

(EPR) on the basis of correct and indispensable sustainability and efficiency criteria, for a more effective supply chain configuration. To this end, after acquiring information and data from companies and public administrations, analyses and calculations will be carried out to identify appropriate cost indicators as benchmarks of efficiency to aim for.

- d. **Regulating the criteria and methods for defining the component to cover the costs of managing accidentally fished waste**, also defining the relevant methods for indicating this in the payment notices and supervising the correct use of the resulting resources (in line with the results of the parliamentary debate on the "*Provisions for the recovery of waste at sea and in inland waters and for the promotion of the circular economy ("SalvaMare Law")*").

C. Social sustainability of environmental service delivery conditions

The soundness of administrative action “*presupposes (...) that the positive financial result is matched by a correct and optimal provision of services and benefits (...) rendered to the community*”, as also confirmed by the Constitutional Court.

The Authority intends to strengthen, in all environmental sectors, the regulation of aspects directly perceived by users in a manner that is homogeneous throughout the country, while taking into account the peculiarities and levels of development of the various operations.

OS.18 Promoting quality levels and homogeneous safeguards for all water service consumers

The Authority intends to complete the actions necessary to guarantee the effective application of the principle of "water conservation" (further improving the output of metering activities, as an essential prerequisite for promoting the efficient use of water resources by users), as well as to ensure the effective application of the rules introduced by the regulation to all end users, also by concluding the necessary in-depth studies to define a framework of common rules for aggregate users. Specifically, the Authority - also pointing out the need for regulatory interventions to clarify the reference framework - intends to encourage the adoption of structural solutions (to be defined with the involvement of all the actors concerned), previously verified in terms of technical-economic feasibility, capable of permitting the owners of housing units to have consumption data and individual information at their disposal, as well as such as to strengthen the direct relations between the operators and all service users.

Main lines of action

- a. **Adapting the rules on contract quality and carrying out the quantitative assessments required for the application of the relevant incentive mechanism** (introduced from 2020). Contract quality bonuses and penalties will be determined, following periodic reconnaissance of the targets achieved by individual operators and comparison of each operator against the best performance (by applying the already envisaged multi-criteria analysis).
- b. **Introducing measures to support the gradual digitalisation expected to take place as part of the implementation of the measures provided for in the PNRR** , aimed at transforming the water networks "*into a 'smart network', to encourage optimal management of water resources, reduce waste and limit inefficiencies*", also by making the necessary updates to the regulation of the measure, taking into account in particular the effects of the application of the rules launched at the end of 2021 for the integration of TIMSII (Integrated Text for the Regulation of the Metering Service of the Integrated Water Service) (as per Resolution 218/2016/R/idr).
- c. **Updating of the regulation on arrears**, with particular reference to the rules applicable to central heating users, taking into account both the results of monitoring on cases where the limitation procedure or the promotion of selective disconnection of central heating users is not technically feasible, and in-depth studies on the subject of system transformation, aimed at installing consumption metering devices for each individual building unit.

OS.19 Defining uniform rules and standard schemes to improve the quality of the waste management service

The definition of a uniform reference framework for drafting service contracts is a crucial element in completing and linking the system of rules introduced by the Authority in the waste sector, since the service contract is the very act through which the parties undertake to carry out the activities required to manage the service and to improve the quality of the services provided to users.

The Authority also considers it necessary to promote greater efficiency in operators' management of credits. The introduction of directives to contain arrears, in a sector where it is impossible to cut off the service to individual users, will call for the identification of alternative instruments to prevent or contain the phenomenon.

Main lines of action

- a. **Defining, updating and completing the regulation of contractual and technical quality**, in order to introduce uniform standards, according to a step-by-step approach and in close cooperation with other relevant institutions.
- b. **Defining the minimum terms and conditions of service contracts to regulate the relationship between entrusting bodies and operators**, regulating, among other things, the procedures and methods for the rotation of operators, the measures to promote the maintenance of the economic-financial balance of operations, and the parties' obligations to guarantee the reliability of the operator.
- c. **Identifying uniform procedures and criteria for limiting arrears** (minimising the burden on those who are up to date with payments), taking into account the need to ensure both continuity of service and coverage of its efficient costs.

D. Reliable governance to foster convergence

The Authority is keen to develop further measures, which are necessary to ensure that the planning and implementation of the ecological transition takes place in a way that contributes, among other things, to reducing the territorial gaps in the use of services. In light of the EU Commission's specific recommendations to Italy to "*invest in the South in waste management and water infrastructure*", the systemic reforms accompanying the implementation of the National Reform Programme were therefore welcomed, with the emphasis firstly on simplification and secondly on strengthening the administrative capacity of the southern regions.

Within the scope of its competences, the Authority, which is also in step with the goals set by the 2030 Agenda, considers it essential to direct its action towards promoting, at all levels, effective, responsible and transparent processes that also involve other institutions, as well as towards setting up entities with adequate management capacities, as necessary conditions for allocating PNRR resources and for the effective implementation of the selected interventions.

OS.20 Promoting instruments to support the reorganisation of environmental sector structures

The Authority, in line with the functions assigned to it by the legislator, proposes to identify and implement further measures aimed at strengthening operators' aggregation processes, and to support the reorganisation, by the bodies in charge, of the governance of the water and waste sector. Among other things this will involve enhancing cooperation with the other competent institutions, starting with the current technical-institutional interlocution tools with the Regions and Local Authorities.

Main lines of action

- a. **With regard to the water sector, contributing to the reform activities envisaged in the PNRR, aimed at "*strengthening the process of industrialization of the sector (...) and reducing the existing water service divide between the Centre-North and the South*".** The report on the reorganisation of the water sector, which the Authority is called upon to submit to the Chamber of Deputies every six months, could be the platform for reporting on the state of implementation of the initiatives undertaken, also proposing further solutions for overcoming any remaining critical issues.
- b. **Updating of the forecasting system underlying the automatic tariff determinations and the exclusion from tariff updating, as well as the identification of new instruments, in order to seize all the opportunities inherent in the "*convergence regulation*",** introduced with the water tariff method for the third regulatory period (MTI-3) and aimed at progressively reducing the differentials in service performance levels and in the possibility of access to water, between areas of the country. At the same time, monitoring activities will be launched to check compliance with the specific commitment programmes submitted to the Authority - when resorting to the "convergence scheme" (i.e. the simplified tariff rules for overcoming the "water service divide") - in relation to the obligations of technical quality, contractual quality and the proper keeping of technical and accounting records.
- c. **Systematic review of the characteristics of local government structures in the waste sector (promoting the full operation of local governance bodies, many of which are still in the process of being set up), as well as promoting regulatory compliance throughout the country,** identifying solutions to facilitate the approval of economic and financial plans and to progressively streamline and simplify the necessary procedures (including by encouraging their digitalisation) and the documents required (including, for the purposes of the preliminary checks on their consistency, more flexible ways of involving the competent local bodies, or - in those cases where these bodies are different from the local governance bodies, established and operational - their appointed representatives). The aforementioned activities will be flanked, similarly to what has already occurred in the phase of first application of the tariff regulation of the sector, by the provision of support tools for the work carried out by operators and the territorially competent bodies, including the calculation tool (drawn up by the Authority in application of the tariff methodology), the outline of the report describing the tariff proposal (to standardise the way the information is represented), and a guide for the correct compilation of the aforementioned tools.
- d. **Strengthening, also in the waste sector, of mechanisms aimed at promoting the aggregation of less efficient operators,** in order to overcome the current management fragmentation and encourage the implementation of management systems organised on efficient area-wide scales.

STRATEGIC OBJECTIVES 2022-2025 AND LINES OF ACTION: ENERGY AREA

A. Efficient, integrated and flexible wholesale markets

The objectives brought in by the European Climate Law, as well as the proposals of the "Fit for 55 Package" and the EU Commission's proposals on the decarbonisation of the natural gas sector (renewable gas and hydrogen), underline the need for a more integrated vision of the energy sector at both national and European level, not only with regard to investments in the electricity and gas markets, but also to the transmission of price signals between wholesale and retail markets. While, on the one hand, the need to make the system more flexible is becoming more pressing, in order to guarantee adequate levels of security in an increasingly decentralised energy system featuring variable energy sources, on the other hand, the recent prices of energy raw materials, with their sudden increases, strong volatility and consequently critical effects on consumers, call for a broader assessment of the extent to which the markets, which to date are mainly geared to the formation of efficient short-term price signals, can be completed. The energy transition process will require a vision that includes the evaluation, also for the natural gas sector, of market instruments that favour the formation of long-term price signals and ensure that consumers are covered against high price volatility. Hedging instruments, even partial ones, based on the use of options, such as the current Italian capacity market for the electricity sector, as well as auction instruments, could limit exposure to spot prices while maintaining short-term price signals, for the natural gas sector as well.

OS.21 Developing efficient and integrated electricity markets for the energy transition

The energy transition and the integration of European markets require an adjustment to electricity market regulation in order to ensure sufficient flexibility and adequacy of the system in parallel with the development of decentralised renewable generation plants, storage capacity, new forms of self-consumption, including collective consumption, and active consumer participation.

In addition to quick and effective implementation of the European legislation on renewable energy and the internal electricity market, as transposed by Legislative Decrees No. 199 and No. 210 of 8 November 2021, the Authority intends to improve integration between the national dispatching rules and the European integrated markets, also taking into account the harmonisation and sharing between Member States of resources for certain ancillary services (in particular balancing).

It will also be necessary to encourage the development of futures markets in the energy transition process to ensure the necessary levels of system adequacy. In this context, the Authority intends to carefully monitor market developments in order to adjust, where

appropriate, the capacity market regulations, as well as, for example, (as required by Article 18 of Legislative Decree no. 210 of 8 November 2021) to define appropriate instruments to allow third parties to build and manage the storage systems necessary to guarantee load coverage in a context increasingly marked by the high incidence of production from renewable sources.

In addition, there is a need for a general adjustment of the existing rules on the connection of production plants to the electricity grid, special commercial regimes for production plants and incentive instruments within the Authority's area of competence. Finally, settlement needs to be adjusted to adequately reflect market changes and wholesale market monitoring tools need to be strengthened, also in implementation of REMIT¹⁰.

Main lines of action

- a. **Regulatory innovation of the dispatching service for the purposes of the energy transition, in compliance with the European legal and regulatory framework.** As the resources, which have historically provided ancillary services (in particular thermoelectric plants) dwindle, it must be ensured that these services are provided by other units (production or consumption) also in an aggregated form, through the respective BSPs¹¹. It is also necessary to consider innovating the way in which existing ancillary services are procured and remunerated in order to make them more effective in the new context. Finally, it is necessary to introduce new services (and their respective remuneration methods), which may become necessary in the future as thermoelectric plants are phased out.
- b. **Finalising regulatory innovation to ensure compatibility of national dispatching regulation with European integrated markets.** It is necessary to complete the coordination arrangements between the energy markets (in particular the MI - Intraday Market) and the MSD - Dispatching Service Market, taking into account the European regulatory framework, with particular reference to moving the gate closure to the time preceding the time to which the traded item relates; it is also necessary to complete the harmonisation and sharing of the services necessary to ensure system security (ancillary services, in particular balancing).
- c. Regulatory evolution aimed at **ensuring the adequacy of the electricity system, by means of the development, where necessary, of the capacity market, as well as the construction and management, by third parties of the storage systems** necessary to guarantee load coverage, in a context increasingly characterised by variable renewable sources.
- d. **Revising the role of electricity distributors**, both as neutral facilitators in the provision of global ancillary services, and as purchasers of local ancillary services, in order to improve the operation of their network, in the new production (growth of distributed generation) and consumption (growth in

¹⁰ REMIT, *Regulation on Wholesale Energy Market Integrity and Transparency* is EU Regulation no. 1227/2011.

¹¹ BSP or Balancing Service Provider

electricity consumption also as a result of efficiency solutions and the popularisation of electric cars) context. To this end, it is also necessary to revise the rules on functional separation of activities (unbundling), in order to strengthen distributors' independence from the vertically integrated group to which they belong, also with a view to removing protective services (see SO 23).

- e. **Adjusting settlement** to take account of innovations and ensure efficient market functioning and proper transmission of price signals. In particular, the innovations are necessary both to take account of the progressive availability of metering data processed on an hourly basis (also in relation to energy injected and produced), and for the phasing out of the *Acquirente Unico* (Single Buyer), in its capacity as a dispatching user for the standard offer service.
- f. **Developing regulations concerning the enhancement of the various forms of self-consumption** by implementing the provisions of Legislative Decrees no. 199 and no. 210 of 8 November 2021, implementing European legislation on renewable energies and the internal electricity market, concerning simple production and consumption systems, closed distribution systems, forms of collective self-consumption and Energy Communities.
- g. **Further developments or updates to regulations for the purposes of the energy transition**, such as those relating to guarantees of origin, special commercial regimes for electricity producers, incentive instruments for renewable sources and white certificates insofar as they fall within the competence of the Authority, technical and procedural regulations for connections to electricity grids, including the relevant simplifications where envisaged (see also SO 27), as well as the innovation of dispatching for non-interconnected islands.

OS.22 Supporting the evolution of the natural gas sector with a view to decarbonisation

Similar to the "Clean Energy Package", the European regulatory framework for the natural gas sector will be reformed on the basis of the EU Commission's proposals published on 15 December 2021 regarding the so-called "Decarbonization Package" aimed at promoting new renewable gases and hydrogen. The regulatory proposals that will be of most interest to the Italian system, and on which the advocacy activity referred to in SO 7 will focus, will concern, among other things, unbundling rules, blending rules, access to networks and the economic conditions for the provision of services.

The Italian PNRR also envisages a significant development of biomethane and hydrogen in the national gas system in the coming years.

Sectoral regulation requires special efforts to be made to revise it prospectively in order to allow the gas system to anticipate the structural changes expected in the medium term and to provide the necessary safeguards to guarantee system security and to contain the effects of possible price volatility on consumers, without altering market mechanisms.

From this point of view, and with reference to the most recent developments, it is worth remembering that the availability of gas in deposits is very different in the various European countries, probably also due to the effect of the different ways in which the service is regulated. On the other hand, it is clear that the progressive integration of markets means that the effects of any problems relating to the security and continuity of service in one country have repercussions in neighbouring countries and potentially throughout Europe. This highlights the need to accompany the gas carrier's transition towards a level of greater decarbonisation, by means of coordination at European level also of the regulatory aspects that have an impact on security (with reference to storage but also to long-term hedging instruments). This is to ensure that, in addition to sharing the benefits of security measures, the costs are shared fairly among European citizens and that there is no perverse incentive to reduce these security measures by relying on those put in place by other countries.

Gas price increases on the European market in 2021 call for innovative instruments that combine market dynamics with security of supply. Spot and balancing markets experienced price increases of unprecedented magnitude and speed. Appropriate hedging should therefore be considered to deal with price spikes and mitigate the effects on consumers.

Main lines of action

- a. **Completing the reform of the criteria for allocating capacity at natural gas redelivery points** to distribution networks, in line with the timeframe envisaged by the settlement reform, in order to remove the barriers to entry for the retail market associated with the current system.
- b. **Making distribution companies accountable for the in-out difference**, as well as refining the Balancing Manager's mechanisms for forecasting distribution plant withdrawals, supplying the in-out difference and related incentive systems.
- c. **Refining storage regulations** to offer increasingly flexible supply profiles, while ensuring the security needs of the national system.
- d. **Analysing and evaluating**, also on the basis of possible warnings, **new market instruments to be placed alongside spot price mechanisms** that would guarantee system coverage and contain the possible impact of high price volatility.
- e. **Developing Guarantees of Origin for hydrogen and other renewable gases**

B. Competitive, participatory and reliable retail markets

The Authority considers it necessary to ensure, on an ongoing basis, the efficient functioning of the retail market and the increasing active participation of the consumer, either as an individual or as an aggregate, without failing to meet the necessary safeguards. In a rapidly evolving context, the Authority will be forced to adapt the

contractual relations of operators in the retail sector by means of regulations that make further innovative instruments available to the end customer and guarantee, at the same time, the minimisation of systemic risks for the sector. Despite the effective implementation of the rules on brand separation (debranding), monitoring activities in the retail sector show that the incumbent continues to dominate the free market. It will therefore be opportune to further strengthen the supplier's independence from the distributor from a competitive perspective. (see also SO 21).

In this complex process of dynamic adjustment of the rules, developments aimed at completing the gradual removal of price protections and the parallel definition of instruments to protect vulnerable consumers are triggered.

OS.23 Promoting efficient and participatory functioning of the retail markets

The “Clean Energy Package” places the consumer at the centre of the market, on the one hand by reinforcing their right to exercise their freedom to choose their supplier, with a significant shortening of switching times to allow them to seize the opportunities of more advantageous offers and, on the other, by guaranteeing the active participation of consumers in the market. The implementation of these rules in a context that ensures the efficient functioning of the market is one of the Authority's primary objectives. In addition to the implementation of the numerous tasks assigned by Legislative Decree No. 210 of 8 November 2021 transposing Directive (EU) 944/2019 on the internal market for electricity, the Authority will have to continue to closely monitor developments in the retail market, also using new indicators so as to anticipate the need to adapt its rules.

Main lines of action

- a. **Adapting regulation and contractual elements to protect the rights of consumers**, also considering their potential role as prosumers and members of Energy Communities, including within the forms of aggregation in various capacities allowed, for example, for the marketing of energy or the provision of services, in line with the implementation of Legislative Decree No 210 of 8 November 2021 for the implementation of Directive (EU) 944/2019 on the internal market for electricity.
- b. **Gradually reducing switching times**, with a change of supplier on any day of the month, initially within 3 weeks and in a second phase within 24 hours of the request.
- c. **Revising other business processes of the SII**, the Integrated Information System, which, by supporting these processes (such as, for example, the processes of activating and deactivating supply and managing suspensions due to arrears) will allow for a strengthening of the separation of the distributor's functions from those of the supplier.

OS.24 Ensuring competition and protection of vulnerable customers

The Authority has a decisive role to play in the process of removing price protection for all end customers, which began in 2021 for small and medium-sized enterprises with the introduction of the gradual standard offer service. The completion of the path outlined in the primary legislation, with the removal of protections for micro-businesses and domestic customers, will help provide certainty to the consumer and reduce the proliferation of misinformation in commercial relationships with the supplier. This transition will require innovation and adaptation of the rules to ensure a coherent and efficient functioning of the supply chain, in a context where digitalisation and the development of competition will favour the emergence of new roles for distributors and new figures in addition to pure suppliers. In a highly dynamic environment, the implementation of rules to protect vulnerable customers will require just as much attention.

Main lines of action

- a. **Completing, in accordance with the procedures and timeframes laid down in the legislation, the removal of price protections**, both for micro-businesses and for domestic customers, introducing gradual elements to support the transition process to the free market, including through appropriate auction mechanisms.
- b. **Innovating and adapting the last resort service** to the new conditions of the competitive environment of the retail market.
- c. **Strengthening of market monitoring**, with specific analysis of the levels and underlying causes of price differentials between free and protected markets and of the supply strategies of the main operators, **with a view to possible reporting initiatives**.
- d. **Developing instruments to protect vulnerable customers**, in the wake of the provisions of Legislative Decree No 210 of 8 November 2021 implementing Directive (EU) 944/2019.

OS.25 Ensuring consistency and certainty in the commercial relationships in the retail chain

In order to ensure the functioning of an efficient and balanced market, it will also be necessary to adapt the rules governing contractual relations between distributors and suppliers. The regulatory intervention required will depend not only on the timing of the completion of the path away from standard offers (see SO 24) but will also depend on the deployment of new players other than the pure supplier and on the evolution of the legislation on the collection of general system charges.

Main lines of action

- a. **Adapting, where necessary, the contract rules aimed at minimising the risks for the system in the face of the emergence of new commercial players other than pure suppliers** (e.g. Energy Communities, and aggregators) in the liberalised context and **refining the instruments aimed at minimising the system risk in the event of default.**
- b. **Adapting the mechanisms for recognising non-collection of general charges and adjusting the methods for collecting them**, in view of the regulatory changes envisaged (e.g. by Law No. 108 of 29 July 2021) to further incentivise credit management by all players in the chain.
- c. **Adjusting the rules on guarantees for the natural gas sector.**

C. Selective development and efficient use of infrastructure in the energy transition

The energy transition requires an integrated approach to the development of electricity and gas infrastructures, with a view to economic and environmental sustainability. This implies not only a consolidation but also a strengthening of investment selectivity and efficient use of infrastructures, which have always been at the heart of regulatory action, and which come together in the Regulation by Expenditure and Service Objectives (ROSS by its Italian acronym) approach.

Against the background of an increasing decentralisation of resources and a more active participation of different resources in the market (including storage), the issue of infrastructure developments and their tariff regulation plays an important role, also in the light of the transposition of Legislative Decree No. 210 of 8 November 2021 implementing Directive (EU) 944/2019 (with particular reference to multi-year development plans for distribution networks) and Regulation (EU) 943/2019.

Finally, particular attention should be paid to the dynamics of concession renewal, not only with regard to the tenders for gas distribution service concessions but also for the tenders for the new electricity distribution service concessions provided for by Legislative Decree no. 79 of 16 March 1999, starting in 2025.

OS.26 Developing new criteria for cost recognition in infrastructure services

In continuity with the activities carried out in the previous three-year period (Strategic Framework 2019-2021), the Authority plans, in the next four-year period, to launch the ROSS approach, with the necessary phasing of the first implementation. This will result in the definition of cost recognition criteria geared towards total expenditure, applicable

to all infrastructure services ("ROSS-basic" level, for which proceedings have already been initiated) and integrated for the main operators with forward-looking approaches, consisting in the analysis of business plans to be discussed and validated with the Regulator ("ROSS-integrated", through proceedings to be launched in 2022). The new recognition criteria will be implemented for the first time starting with the next regulatory period.

The first specific objective of the "ROSS-basic" approach is to focus on total expenditure using standard coefficients to define capitalised expenditure - thus moving beyond the current cost recognition regime that separately considers operating costs (with price-cap incentives) and investments (with rate-of-return regulation) and that, in fact, leads to a bias in favour of capitalised expenditure.

Main lines of action

- a. **Defining the general criteria for determining the recognised cost** to be applied to all regulated infrastructure services in the electricity and gas sectors ("ROSS-basic"), with the specific objectives of: i) eliminating bias in the choices of regulated companies between capital-intensive and labour-intensive solutions; ii) increasing the total productivity of electricity and gas infrastructure services for the benefit of end customers; iii) aligning the specific regulations of electricity and gas infrastructure services.
- b. **Developing a productivity analysis methodology** to allow, through appropriate reporting schemes, monitoring and verification of the actual productivity level as well as clarifying and implementing cost recognition rules for small infrastructure operators (e.g. parametric tariff), in coordination with the development of "ROSS-basic" criteria.
- c. **Defining the methodology** as well as developing reporting and monitoring systems, to verify the actual level of expenditure, against the actual degree of achievement of outputs and technical and quality performance, to complete the ROSS methodology ("ROSS-integrated") for larger operators.

OS.27 Reforming tariff criteria for regulated infrastructure services

The Authority intends to develop a framework of rules to ensure the efficient use of infrastructure on the path to system decarbonisation and electrification. Also contributing to this is the possible reform of gas distribution tariff structures as well as tariff changes in the field of electric mobility (see SO 29).

The expected growth in investment in renewable generation facilities, both on-shore and off-shore, also poses new challenges to the management of grid connections and its consequent development, including in relation to the allocation of costs to producers.

Main lines of action

- a. **Developing further adjustments to the regulations on connections** in view of rapid developments in the sector and the expected growth in investment in renewable energy plants, including off-shore. This strategic objective includes, in particular, the revision of the way in which connection costs are allocated to producers, also as part of a broader overhaul of the way in which costs are allocated to different users of the electricity grid (e.g. costs to be covered by grid tariffs or connection fees, costs allocated to customers or producers).
- b. **Defining gas distribution tariffs suitable for combining the need to promote competition in the retail market with the need to develop the service and protect consumers**, reviewing, where necessary, the division between fixed and variable rates and the division between tariff brackets, favouring a more efficient organisation of tariff areas.

OS.28 Supporting the necessary infrastructure developments for renewable gas

Over the next four years, it will be important to develop regulatory means to support the decarbonisation process in the natural gas sector, taking into account, on the one hand, the importance of this sector for our country as a driver of transition and, on the other, the definition, over the next two or three years of European legislation in the wake of the proposals put forward by the European Commission in December 2021. The regulatory toolkit to accompany the development of efficient, competitive and integrated sectors at European level cannot be dissimilar to that used for the European internal market for electricity and natural gas. Particular attention will therefore have to be paid to the new rules on unbundling and transparency in network access to ensure that the Italian system has a level playing field in competition with other European countries, as well as to proper remuneration for networks that minimises the risks of cross-subsidisation and encourages efficient investment.

Main lines of action

- a. **Defining criteria for the economic enhancement of existing gas networks with a view to decarbonisation** (e.g. dealing with fully depreciated networks and the renewal of distribution networks), **also taking into account the necessary distinction between new investment choices and non-routine maintenance.**
- b. **Analysing the impact of energy transition processes in the natural gas sector**, both with a view to the renewal of concessions expected in 2025, and to adjusting gas tender criteria **to take account of the progressive integration of gas and electricity distribution networks and the growing role of renewable gases.**
- c. **Adopting further regulatory measures to reduce methane emissions into the atmosphere**, also in the light of the expected European standards on the subject.
- d. **Promoting innovative developments in the natural gas and hydrogen sector** within the evolving framework of European rules.

OS.29 Developing regulatory initiatives to support the progressive decarbonisation of consumption

Regulation in this area will be aimed at supporting the process of gradual decarbonisation of final consumption by means of measures designed to promote the interoperability of resources offered by demand at the service of distribution networks. The regulatory initiatives aimed at shifting consumption towards electricity sources, including in the implementation of Legislative Decree no. 199 of 8 November 2021 implementing the Renewable Energy Directive, require a parallel effort to adapt infrastructure. This includes not only work on electricity risers, which will be regulated during the plan period, but also the development of electric vehicle recharging infrastructures in an efficient manner, and thus harmonised with developments in the electricity distribution networks.

Main lines of action

- a. **Tariff measures regarding recharging infrastructures**, implementing the provisions of Legislative Decree No 199 of 8 November 2021 transposing the RED-II Directive, as well as promoting the rehabilitation of ageing risers.
- b. **Regulation aimed at fostering the integration and interoperability of recharging infrastructures** that can participate in pilot projects for local flexibility services at the service of distribution networks, including through the development of second-generation smart metering.

Comparison of Strategic Objectives 2022-2025 and UN Agenda for Sustainable Development 2030

STRATEGIC OBJECTIVES 2022 - 2025	UN AGENDA FOR SUSTAINABLE DEVELOPMENT 2030	
	Goals	Targets
CROSS-CUTTING THEMES		
A. The informed consumer		
SO 1 Promoting consumer empowerment	<p>Goal 6 Ensure availability and sustainable management of water and sanitation for all</p> <p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 12 Ensure sustainable consumption and production patterns</p>	<p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p> <p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p>
	SO 2 Strengthening the safeguards for consumers facing hardship	<p>Goal 1 End poverty in all its forms everywhere</p>

	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 12 Ensure sustainable consumption and production patterns</p> <p>Goal 13 Take urgent action to combat climate change and its impacts</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p> <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>
SO 3 Protecting and promoting transparency and fairness in end-customer-supplier and operator-user relations	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p>
B. Coordination on intersectoral regulatory aspects		
SO 4 Defining a unified framework for accounting unbundling in all regulated sectors	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p>

	<p>Goal 10 Reduce inequality within and among countries</p> <p>Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable.</p>	<p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p> <p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p>
SO 5 Promoting innovation	<p>Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p>	<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, (...) by 2030, encouraging innovation and substantially increasing the number of research and development workers (...) and public and private research and development spending</p>
SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives	<p>Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable</p>	<p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>

	<p>industrialisation and foster innovation</p> <p>Goal 12 Ensure sustainable consumption and production patterns</p> <p>Goal 13 Take urgent action to combat climate change and its impacts</p>	<p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, (...) by 2030, encouraging innovation and substantially increasing the number of research and development workers (...) and public and private research and development spending</p> <p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p> <p>12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including (...) by phasing out those harmful subsidies, where they exist, to reflect their environmental impacts (...)</p> <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p>
C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context		
<p>SO 7 Promoting the development of European rules consistent with the national regulatory system</p>	<p>Goal 6 Ensure availability and sustainable management of water and sanitation for all</p>	<p>6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water</p>

	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Goal 12 Ensure sustainable consumption and production patterns</p>	<p>scarcity and substantially reduce the number of people suffering from water scarcity</p> <p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>7.b By 2030, expand (...) and upgrade technology for supplying modern and sustainable energy services (...)</p> <p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>
<p>SO 8 Supporting the integration of non-European areas of strategic interest and <i>sharing regulatory best practices</i></p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 10</p>	<p>7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p>

	<p>Reduce inequality within and among countries</p> <p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>16.6 Develop effective, accountable and transparent institutions at all levels</p>
<p>D. Efficiency, effectiveness, administrative transparency and simplification</p>		
<p>SO 9 Optimising the usability of data and information for the benefit of stakeholders</p>	<p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>16.6 Develop effective, accountable and transparent institutions at all levels 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>
<p>SO 10 Promoting regulatory impact assessment and compliance verification</p>	<p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>16.6 Develop effective, accountable and transparent institutions at all levels 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>
<p>SO 11 Improving work organisation and productivity, promoting training and skills development and organisational well-being</p>	<p>Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>Goal 5</p>	<p>4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable (...)</p> <p>5.a Undertake reforms to give women equal rights to economic resources (...)</p>

	<p>Achieve gender equality and empower all women and girls</p> <p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>16.6 Develop effective, accountable and transparent institutions at all levels</p>
<p>SO 12 Promoting Digital Transformation for more efficient and transparent process management</p>	<p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>9.c Significantly increase access to information and communications technology (...)</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p>
<p>ENVIRONMENT AREA</p>		
<p>A. Environmental sustainability in infrastructure development</p>		
<p>SO 13 Promote improvements in the quality and efficiency of water infrastructure</p>	<p>Goal 6 Ensure availability and sustainable management of water and sanitation for all</p> <p>Goal 9</p>	<p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p>

	<p>Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Goal 13 Take urgent action to combat climate change and its impacts</p>	<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, (...) to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p>13.b Promote mechanisms for raising capacity for effective climate change-related planning and management (...)</p>
<p>SO 14 Promoting the creation of appropriate infrastructure for waste management</p>	<p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Goal 11 Make cities and human settlements inclusive, safe, resilient and</p> <p>Goal 12 Ensure sustainable consumption and production patterns</p>	<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, (...) to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to (...) municipal and other waste management.</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>
<p>SO 15 Supporting the development and efficiency of district heating infrastructure</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p>	<p>7.3 By 2030, double the global rate of improvement in energy efficiency</p> <p>7.b By 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services (...)</p> <p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, (...) to support economic development and human well-being, with a focus on affordable and equitable access for all</p>

B. Economic and financial sustainability of operations, under conditions of efficiency, and affordability		
SO 16 Recognising efficient costs for the sustainability of water service management and user charges	<p>Goal 6 Ensure availability and sustainable management of water and sanitation for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p>	<p>6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>9.3 Increase the access of small-scale industrial and other enterprises (...) to financial services, including affordable credit (...)</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes (...)</p>
SO 17 Recognising efficient waste management service costs and determining tariffs in the light of the Circular Economy paradigm	<p>Goal 12 Ensure sustainable consumption and production patterns</p> <p>Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>	<p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities (...)</p>
C. Social sustainability of environmental service delivery conditions		
SO 18 Promoting quality levels and homogeneous safeguards for all water service consumers	<p>Goal 6 Ensure availability and sustainable management of water and sanitation for all</p>	<p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p>
SO 19 Defining uniform rules and standard schemes to improve the	<p>Goal 11 Make cities and human settlements inclusive, safe, resilient and</p>	<p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to (...) municipal and other waste</p>

quality of the waste management service		
D. Reliable governance to foster convergence		
SO 20 Promoting instruments to support the reorganisation of environmental sector structures	<p>Goal 10 Reduce inequality within and among countries</p> <p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>10.3 Ensure equal opportunity and reduce inequalities of outcome, (...) promoting appropriate legislation, policies and action in this regard</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>
ENERGY AREA		
A. Efficient, integrated and flexible wholesale markets		
SO 21 Developing efficient and integrated electricity markets for the energy transition	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 10 Reduce inequality within and among countries</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix 7.b By 2030, expand (...) and upgrade technology for supplying modern and sustainable energy services (...)</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p>

	<p>Goal 12 Ensure sustainable consumption and production patterns</p>	<p>12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation (...)</p>
<p>SO 22 Supporting the evolution of the natural gas sector with a view to decarbonisation</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 10 Reduce inequality within and among countries</p> <p>Goal 12 Ensure sustainable consumption and production patterns</p> <p>Goal 13 Take urgent action to combat climate change and its impacts</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, (...) with developed countries taking the lead</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p> <p>12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation (...)</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p>
<p>B. Competitive, participatory and reliable retail markets</p>		

<p>SO 23 Promoting efficient and participatory functioning of the retail markets</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 10 Reduce inequality within and among countries</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p>
<p>SO 24 Ensuring competition and protection of vulnerable customers</p>	<p>Goal 1 End poverty in all its forms everywhere</p> <p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 10 Reduce inequality within and among countries</p>	<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services (...)</p> <p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p>
<p>SO 25 Ensuring consistency and certainty in the commercial relationships in the retail chain</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 10 Reduce inequality within and among countries</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p>

C. Selective development and efficient use of infrastructure in the energy transition		
<p>SO 26 Developing new criteria for cost recognition in infrastructure services</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Goal 10 Reduce inequality within and among countries</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services 7.b By 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services (...)</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p>
<p>SO 27 Reforming tariff criteria for regulated infrastructure services</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Goal 10 Reduce inequality within and among countries</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services 7.b By 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services (...)</p> <p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p>

<p>SO 28 Supporting the necessary infrastructure developments for renewable gas</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Goal 10 Reduce inequality within and among countries</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix 7.b By 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services (...)</p> <p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p>10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations</p>
<p>SO 29 Developing regulatory initiatives to support the progressive decarbonisation of consumption</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services 7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology 7.b By 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services (...)</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, in all countries taking action in accordance with their respective capabilities</p>

	industrialisation and foster innovation	9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers (...) and public and private research and development spending
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Comparison of UN Agenda for Sustainable Development 2030 and Strategic Objectives 2022-2025

UN AGENDA FOR SUSTAINABLE DEVELOPMENT 2030		STRATEGIC OBJECTIVES 2022 -2025		
Goals	Targets			
Goal 1 End poverty in all its forms everywhere	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	SO 2 Strengthening the safeguards for consumers facing hardship	CROSS-CUTTING THEMES	A. The informed consumer
		SO 24 Ensuring competition and protection of vulnerable customers	ENERGY AREA	B. Competitive, participatory and reliable retail markets
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services (...)	SO 2 Strengthening the safeguards for consumers facing hardship	CROSS-CUTTING THEMES	A. The informed consumer
		SO 24 Ensuring competition and protection of vulnerable customers	ENERGY AREA	B. Competitive, participatory and reliable retail markets
	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	SO 2 Strengthening the safeguards for consumers facing hardship	CROSS-CUTTING THEMES	A. The informed consumer

Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable (...)	SO 11 Improving work organisation and productivity, promoting training and skills development and organisational well-being	CROSS-CUTTING THEMES	D. Efficiency, effectiveness, administrative transparency and simplification
Goal 5 Achieve gender equality and empower all women and girls	5.a Undertake reforms to give women equal rights to economic resources (...)	SO 11 Improving work organisation and productivity, promoting training and skills development and organisational well-being	CROSS-CUTTING THEMES	D. Efficiency, effectiveness, administrative transparency and simplification
Goal 6 Ensure availability and sustainable management of water and sanitation for all	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	SO 7 Promoting the development of European rules consistent with the national regulatory system SO 16 Recognising efficient costs for the sustainability of water service management and user charges	CROSS-CUTTING THEMES ENVIRONMENT AREA	C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context B. Economic and financial sustainability of operations, under conditions of efficiency, and affordability
	6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	SO 7 Promoting the development of European rules consistent with the national regulatory system SO 13 Promote improvements in the quality and efficiency of water infrastructure	CROSS-CUTTING THEMES ENVIRONMENT AREA	C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context A. Environmental sustainability in infrastructure development

		SO 16 Recognising efficient costs for the sustainability of water service management and user charges	ENVIRONMENT AREA	B. Economic and financial sustainability of operations, under conditions of efficiency, and affordability
	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	SO 1 Promoting consumer empowerment	CROSS-CUTTING THEMES	A. The informed consumer
		SO 7 Promoting the development of European rules consistent with the national regulatory system	CROSS-CUTTING THEMES	C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context
		SO 18 Promoting quality levels and homogeneous safeguards for all water service consumers	ENVIRONMENT AREA	C. Social sustainability of environmental service delivery conditions
Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	SO 1 Promoting consumer empowerment	CROSS-CUTTING THEMES	A. The informed consumer
		SO 2 Strengthening the safeguards for consumers facing hardship	CROSS-CUTTING THEMES	A. The informed consumer

SO 3 Protecting and promoting transparency and fairness in end-customer-supplier and operator-user relations

CROSS-CUTTING THEMES

A. The informed consumer

SO 4 Defining a unified framework for accounting unbundling in all regulated sectors

CROSS-CUTTING THEMES

B. Coordination on intersectoral regulatory aspects

SO 7 Promoting the development of European rules consistent with the national regulatory system

CROSS-CUTTING THEMES

C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context

SO 21 Developing efficient and integrated electricity markets for the energy transition

ENERGY AREA

A. Efficient, integrated and flexible wholesale markets

SO 22 Supporting the evolution of the natural gas sector with a view to decarbonisation

ENERGY AREA

A. Efficient, integrated and flexible wholesale markets

SO 23 Promoting efficient and participatory functioning of the retail markets

ENERGY AREA

B. Competitive, participatory and reliable retail markets

SO 24 Ensuring competition and protection of vulnerable customers

ENERGY AREA

B. Competitive, participatory and reliable retail markets

SO 25 Ensuring consistency and certainty in the commercial relationships in the retail chain

ENERGY AREA

B. Competitive, participatory and reliable retail markets

SO 26 Developing new criteria for cost recognition in infrastructure services

ENERGY AREA

C. Selective development and efficient use of infrastructure in the energy transition

SO 27 Reforming tariff criteria for regulated infrastructure services

ENERGY AREA

C. Selective development and efficient use of infrastructure in the energy transition

SO 28 Supporting the necessary infrastructure developments for renewable gas

ENERGY AREA

C. Selective development and efficient use of infrastructure in the energy transition

SO 29 Developing regulatory initiatives to support the progressive decarbonisation of consumption

ENERGY AREA

C. Selective development and efficient use of infrastructure in the energy transition

<p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p>	<p>SO 7 Promoting the development of European rules consistent with the national regulatory system</p> <p>SO 21 Developing efficient and integrated electricity markets for the energy transition</p> <p>SO 22 Supporting the evolution of the natural gas sector with a view to decarbonisation</p> <p>SO 28 Supporting the necessary infrastructure developments for renewable gas</p>	<p>CROSS-CUTTING THEMES</p> <p>ENERGY AREA</p> <p>ENERGY AREA</p> <p>ENERGY AREA</p>	<p>C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context</p> <p>A. Efficient, integrated and flexible wholesale markets</p> <p>A. Efficient, integrated and flexible wholesale markets</p> <p>C. Selective development and efficient use of infrastructure in the energy transition</p>
<p>7.3 By 2030, double the global rate of improvement in energy efficiency</p>	<p>SO 15 Supporting the development and efficiency of district heating infrastructure</p>	<p>ENVIRONMENT AREA</p>	<p>A. Environmental sustainability in infrastructure development</p>
<p>7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>	<p>SO 8 Supporting the integration of non-European areas of strategic interest and sharing regulatory best practices.</p>	<p>CROSS-CUTTING THEMES</p>	<p>C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context</p>

	SO 29 Developing regulatory initiatives to support the progressive decarbonisation of consumption	ENERGY AREA	C. Selective development and efficient use of infrastructure in the energy transition
7.b By 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services (...)	SO 7 Promoting the development of European rules consistent with the national regulatory system	CROSS-CUTTING THEMES	C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context
	SO 15 Supporting the development and efficiency of district heating infrastructure	ENVIRONMENT AREA	A. Environmental sustainability in infrastructure development
	SO 21 Developing efficient and integrated electricity markets for the energy transition	ENERGY AREA	A. Efficient, integrated and flexible wholesale markets
	SO 26 Developing new criteria for cost recognition in infrastructure services	ENERGY AREA	C. Selective development and efficient use of infrastructure in the energy transition
	SO 27 Reforming tariff criteria for regulated infrastructure services	ENERGY AREA	C. Selective development and efficient use of infrastructure in the energy transition

		SO 28 Supporting the necessary infrastructure developments for renewable gas	ENERGY AREA	C. Selective development and efficient use of infrastructure in the energy transition
		SO 29 Developing regulatory initiatives to support the progressive decarbonisation of consumption	ENERGY AREA	C. Selective development and efficient use of infrastructure in the energy transition
Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	SO 5 Promoting innovation	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects
	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead	SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects
		SO 21 Developing efficient and integrated electricity markets for the energy transition	ENERGY AREA	A. Efficient, integrated and flexible wholesale markets
		SO 22 Supporting the evolution of the natural gas sector with a view to decarbonisation	ENERGY AREA	A. Efficient, integrated and flexible wholesale markets

<p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p>	<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p>	<p>SO 7 Promoting the development of European rules consistent with the national regulatory system</p> <p>SO 13 Promote improvements in the quality and efficiency of water infrastructure</p> <p>SO 14 Promoting the creation of appropriate infrastructure for waste management</p> <p>SO 15 Supporting the development and efficiency of district heating infrastructure</p> <p>SO 27 Reforming tariff criteria for regulated infrastructure services</p> <p>SO 28 Supporting the necessary infrastructure developments for renewable gas</p>	<p>CROSS-CUTTING THEMES</p> <p>ENVIRONMENT AREA</p> <p>ENVIRONMENT AREA</p> <p>ENVIRONMENT AREA</p> <p>ENERGY AREA</p> <p>ENERGY AREA</p>	<p>C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context</p> <p>A. Environmental sustainability in infrastructure development</p> <p>A. Environmental sustainability in infrastructure development</p> <p>A. Environmental sustainability in infrastructure development</p> <p>C. Selective development and efficient use of infrastructure in the energy transition</p> <p>C. Selective development and efficient use of infrastructure in the energy transition</p>
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<p>9.3 Increase the access of small-scale industrial and other enterprises (...) to financial services, including affordable credit (...)</p>	<p>SO 16 Recognising efficient costs for the sustainability of water service management and user charges</p>	<p>ENVIRONMENT AREA</p>	<p>B. Economic and financial sustainability of operations, under conditions of efficiency, and affordability</p>
<p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>	<p>SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives</p> <p>SO 7 Promoting the development of European rules consistent with the national regulatory system</p> <p>SO 16 Recognising efficient costs for the sustainability of water service management and user charges</p> <p>SO 26 Developing new criteria for cost recognition in infrastructure services</p> <p>SO 27 Reforming tariff criteria for regulated infrastructure services</p>	<p>CROSS-CUTTING THEMES</p> <p>CROSS-CUTTING THEMES</p> <p>ENVIRONMENT AREA</p> <p>ENERGY AREA</p> <p>ENERGY AREA</p>	<p>B. Coordination on intersectoral regulatory aspects</p> <p>C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context</p> <p>B. Economic and financial sustainability of operations, under conditions of efficiency, and affordability</p> <p>C. Selective development and efficient use of infrastructure in the energy transition</p> <p>C. Selective development and efficient use of infrastructure in the energy transition</p>

		SO 28 Supporting the necessary infrastructure developments for renewable gas	ENERGY AREA	C. Selective development and efficient use of infrastructure in the energy transition
		SO 29 Developing regulatory initiatives to support the progressive decarbonisation of consumption	ENERGY AREA	C. Selective development and efficient use of infrastructure in the energy transition
9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, (...) by 2030, encouraging innovation and substantially increasing the number of research and development workers (...) and public and private research and development spending		SO 5 Promoting innovation	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects
		SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects
		SO 29 Developing regulatory initiatives to support the progressive decarbonisation of consumption	ENERGY AREA	C. Selective development and efficient use of infrastructure in the energy transition
9.c Significantly increase access to information and communications technology (...)		SO 12 Promoting Digital Transformation for more efficient and transparent process management	CROSS-CUTTING THEMES	D. Efficiency, effectiveness, administrative transparency and simplification

Goal 10 Reduce inequality within and among countries	10.3 Ensure equal opportunity and reduce inequalities of outcome, (...) promoting appropriate legislation, policies and action in this regard	SO 20 Promoting instruments to support the reorganisation of environmental sector structures	ENVIRONMENT AREA	D. Reliable governance to foster convergence
	10.5 Improve the regulation and monitoring of (...) institutions and strengthen the implementation of such regulations	SO 4 Defining a unified framework for accounting unbundling in all regulated sectors SO 8 Supporting the integration of non-European areas of strategic interest and sharing regulatory best practices. SO 21 Developing efficient and integrated electricity markets for the energy transition SO 22 Supporting the evolution of the natural gas sector with a view to decarbonisation SO 23 Promoting efficient and participatory functioning of the retail markets	CROSS-CUTTING THEMES CROSS-CUTTING THEMES ENERGY AREA ENERGY AREA ENERGY AREA	B. Coordination on intersectoral regulatory aspects C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context A. Efficient, integrated and flexible wholesale markets A. Efficient, integrated and flexible wholesale markets B. Competitive, participatory and reliable retail markets

		<p>SO 24 Ensuring competition and protection of vulnerable customers</p> <p>SO 25 Ensuring consistency and certainty in the commercial relationships in the retail chain</p> <p>SO 26 Developing new criteria for cost recognition in infrastructure services</p> <p>SO 27 Reforming tariff criteria for regulated infrastructure services</p> <p>SO 28 Supporting the necessary infrastructure developments for renewable gas</p>	<p>ENERGY AREA</p> <p>ENERGY AREA</p> <p>ENERGY AREA</p> <p>ENERGY AREA</p> <p>ENERGY AREA</p>	<p>B. Competitive, participatory and reliable retail markets</p> <p>B. Competitive, participatory and reliable retail markets</p> <p>C. Selective development and efficient use of infrastructure in the energy transition</p> <p>C. Selective development and efficient use of infrastructure in the energy transition</p> <p>C. Selective development and efficient use of infrastructure in the energy transition</p>
<p>Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable.</p>	<p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p>	<p>SO 4 Defining a unified framework for accounting unbundling in all regulated sectors</p>	<p>CROSS-CUTTING THEMES</p>	<p>B. Coordination on intersectoral regulatory aspects</p>

		SO 14 Promoting the creation of appropriate infrastructure for waste management	ENVIRONMENT AREA	A. Environmental sustainability in infrastructure development
		SO 19 Defining uniform rules and standard schemes to improve the quality of the waste management service	ENVIRONMENT AREA	C. Social sustainability of environmental service delivery conditions
Goal 12 Ensure sustainable consumption and production patterns	12.2 By 2030, achieve the sustainable management and efficient use of natural resources	SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects
	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	SO 7 Promoting the development of European rules consistent with the national regulatory system	CROSS-CUTTING THEMES	C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	SO 7 Promoting the development of European rules consistent with the national regulatory system SO 14 Promoting the creation of appropriate infrastructure for waste management	CROSS-CUTTING THEMES ENVIRONMENT AREA	C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context A. Environmental sustainability in infrastructure development

	SO 17 Recognising efficient waste management service costs and determining tariffs in the light of the Circular Economy paradigm	ENVIRONMENT AREA	B. Economic and financial sustainability of operations, under conditions of efficiency, and affordability
12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects
12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	SO 1 Promoting consumer empowerment SO 2 Strengthening the safeguards for consumers facing hardship	CROSS-CUTTING THEMES CROSS-CUTTING THEMES	A. The informed consumer A. The informed consumer
12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including (...) by phasing out those harmful subsidies, where they exist, to reflect their environmental impacts (...)	SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects

		SO 21 Developing efficient and integrated electricity markets for the energy transition	ENERGY AREA	A. Efficient, integrated and flexible wholesale markets
		SO 22 Supporting the evolution of the natural gas sector with a view to decarbonisation	ENERGY AREA	A. Efficient, integrated and flexible wholesale markets
Goal 13 Take urgent action to combat climate change and its impacts	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	SO 2 Strengthening the safeguards for consumers facing hardship	CROSS-CUTTING THEMES	A. The informed consumer
		SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects
	13.2 Integrate climate change measures into national policies, strategies and planning	SO 6 Orienting strategic regulation towards social, economic and environmental sustainability objectives	CROSS-CUTTING THEMES	B. Coordination on intersectoral regulatory aspects
		SO 22 Supporting the evolution of the natural gas sector with a view to decarbonisation	ENERGY AREA	A. Efficient, integrated and flexible wholesale markets

	13.b Promote mechanisms for raising capacity for effective climate change-related planning and management (...)	SO 13 Promote improvements in the quality and efficiency of water infrastructure	ENVIRONMENT AREA	A. Environmental sustainability in infrastructure development
Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, especially from land-based activities (...)	SO 17 Recognising efficient waste management service costs and determining tariffs in the light of the Circular Economy paradigm	ENVIRONMENT AREA	B. Economic and financial sustainability of operations, under conditions of efficiency, and affordability
Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all	SO 3 Protecting and promoting transparency and fairness in end-customer-supplier and operator-user relations	CROSS-CUTTING THEMES	A. The informed consumer
	16.6 Develop effective, accountable and transparent institutions at all levels	SO 3 Protecting and promoting transparency and fairness in end-customer-supplier and operator-user relations SO 8 Supporting the integration of non-European areas of strategic interest and sharing regulatory best practices. SO 9 Optimising the usability of data and information for the benefit of stakeholders	CROSS-CUTTING THEMES CROSS-CUTTING THEMES CROSS-CUTTING THEMES	A. The informed consumer C. Enhancing, in the process of ecological transition, the specificities of the national system in a European and international context D. Efficiency, effectiveness, administrative transparency and simplification

	<p>SO 10 Promoting regulatory impact assessment and compliance verification</p> <p>SO 11 Improving work organisation and productivity, promoting training and skills development and organisational well-being</p> <p>SO 12 Promoting Digital Transformation for more efficient and transparent process management</p> <p>SO 20 Promoting instruments to support the reorganisation of environmental sector structures</p>	<p>CROSS-CUTTING THEMES</p> <p>CROSS-CUTTING THEMES</p> <p>CROSS-CUTTING THEMES</p> <p>ENVIRONMENT AREA</p>	<p>D. Efficiency, effectiveness, administrative transparency and simplification</p> <p>D. Efficiency, effectiveness, administrative transparency and simplification</p> <p>D. Efficiency, effectiveness, administrative transparency and simplification</p> <p>D. Reliable governance to foster convergence</p>
<p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<p>SO 9 Optimising the usability of data and information for the benefit of stakeholders</p> <p>SO 10 Promoting regulatory impact assessment and compliance verification</p>	<p>CROSS-CUTTING THEMES</p> <p>CROSS-CUTTING THEMES</p>	<p>D. Efficiency, effectiveness, administrative transparency and simplification</p> <p>D. Efficiency, effectiveness, administrative transparency and simplification</p>

		SO 20 Promoting instruments to support the reorganisation of environmental sector structures	ENVIRONMENT AREA	D. Reliable governance to foster convergence
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