European Commission

Management Plan 2020

JOINT RESEARCH CENTRE

Contents

INTRODUCTION

As the science and knowledge service of the European Commission, the Joint Research Centre's mission is to support EU policies with independent evidence throughout the whole policy cycle.

Being a service independent from national or corporate interests, the JRC builds trust by providing evidence to support the definition of policies – from their design to implementation, monitoring and evaluation.

To fulfil its mission, the JRC is operating a wide spectrum of scientific facilities and laboratories spread over five member states and six sites with a total workforce of around 3000 staff members. The JRC supports and brings together Commission services – often in close partnership with the Secretariat-General or other transversal services such as the Directorate-Generals for Budget and for Human Resources or the Regulatory Scrutiny Board – to make sense of increasingly complex societal challenges. Together with policymakers the JRC analyses knowledge needs, frames research questions and provides timely, tailor-made approaches and solutions. The JRC connects policymakers to a broad range of external stakeholders including academia, industry, civil society and citizens. This provides access to the full-spectrum of perspectives needed to tackle the complex policy challenges.

The management plan (MP) defines the activities planned for the coming year in relation to the multi-annual objectives of the strategic plan, as well as the corresponding outputs and output indicators. It follows the structure of the strategic plan and reflects the priority actions identified in the Commission Work Programme for 2020.

The main priorities for 2020 will be to:

- adjust the scientific Work Programme 2020 to the Commission Work Programme 2020, to the longer-term goals (such as a climate-neutral Europe) and to the COVID-19 pandemic. This will entail, for example, running new scenarios with different models for the climate goals, developing new work streams and outputs (for the COVID-19 pandemic);
- review site management governance and operations, making the appropriate changes, aiming to make the relevant processes more effective and efficient. This follows from internal reflection and an audit of the Internal Audit Service.
- ensure business continuity of policy support and site support services. The COVID-19 pandemic is impacting work for which physical presence is required (i.e. laboratory work, some of which is essential for implementing specific EU policies; site maintenance and infrastructure construction).

Key outputs for the support to policy making (specific objective 7.1) include the modelling of policy options (e.g. for the climate and energy targets 2030 and 2050, the banking union, de-escalation and recovery from the COVID-19 pandemic), tools for the Regulatory Tool Box, the first annual strategic foresight report (together with the SG), start of the market surveillance activities for type approval and a number of high-profile reports and briefings (e.g. on China, cybersecurity).

Important outputs for the management of the European Commission include the launch of a corporate IT system for the management of Intellectual Property of the Commission (under specific objective 7.3), and various prototypes for data, information and knowledge management (part 2 of the Management Plan).

For details on the main outputs, please see the performance tables in Annex.

PART 1. Delivering on the Commission's priorities: main outputs for the year

EUROPEAN COMMISSION GENERAL OBJECTIVE 7:

A modern, high-performing and sustainable European Commission

Specific objective 7.1: The JRC supports evidence-informed policymaking through creating and managing high-quality and fit-for-purpose scientific knowledge

The main outputs for the year can be grouped into the following categories:

- the **Commission Work Programme** (new policy initiatives and REFIT evaluations). The outputs will consist mainly of studies and reports, but also methodological developments, and will address all General Objectives.
- the **implementation of Commission policies** in selected policy areas through monitoring, methodological developments, quality assurance tools, reference materials and standards, etc.
- raising awareness on **emerging or less-noticed issues**, through high-profile reports and briefings.
- **better regulation**, with methodological developments for the toolbox and their implementation (e.g. SDGs). The JRC will make key contributions to Strategic Foresight, including co-authoring the annual strategic foresight report, a series of JRC foresight studies, and improving the foresight capacity of the JRC and the Commission. Knowledge management capacities will continue to be built up, notably through the setting up of a number of Knowledge Centres. Furthering citizen's engagement in EU policies, promoting participatory processes in policymaking, understanding the influence of values and technology and fostering interactive science communication will be pursued to restore confidence in the EU policies.
- Support to **crisis management**, through operational regular and ad hoc support. The JRC has reacted swiftly to the COVID-19 pandemic, providing policy support right from the start and is readjusting its research priorities accordingly. This enables the JRC to strongly support initiatives which are essential to, or support, the immediate crisis management and the recovery. Modelling of the epidemiological aspects, as well as of the potential impact of the crisis in different policy fields, will contribute to the design of strategies and policies (e.g. the tourism package). Control materials are being developed in order to improve the reliability of COVID-19 tests.

Further examples are given under the different headings which follow.

Scientific excellence, impact and efficiency

The major outputs in 2020 will be an analysis taking stock of the performance of scientific outputs 2014-2018, the impact on traditional and alternative media and project-based assessment. This will help to establish guideposts for further actions. Work has been started on establishing a structured and systematic way to collect and assess case studies of impact on policy making, with a number of pilots slated for completion in 2020.

Responding to crisis and emergencies

A major focus for 2020 is, and will continue to be, to support the capacity of the EU to respond to the COVID-19 pandemic. The major outputs are described under the various headings below, in particular 'Promoting our European way of life'.

Communication

The JRC's external communication activities aim to foster recognition that good policy decisions must be based on robust scientific evidence. They reinforce the Commission's key messages and the credibility of EU policies, while positioning the JRC as the science and knowledge service of the European Commission. The JRC will pursue its efforts to communicate the value of its work for the public and policy makers, both at European and national / regional level.

In line with the new priorities of the current Commission mandate, the JRC will focus its communication in showcasing its research results and activities relevant for:

- the fight against the COVID-19 pandemic,
- the economic recovery and societal resilience,
- climate and digital transitions,
- foresight.

The JRC will make full use of its vast communication portfolio, from science communication intended for fellow scientists and academic stakeholders to a rich online offering of news, virtual content, and social media. It will further explore new citizen engagement techniques and innovative methods of communicating and engaging the public.

The JRC will leverage the unique opportunities presented by its sites and world-class scientific infrastructure throughout Europe to offer visits and on-site events to highlight the contribution of its scientific work to stakeholders and individuals. It will continue to encourage and train its scientists to act as communicators. Building on pilot initiatives run in past years, JRC will pursue capacity building activities for journalists, through residential

seminars in the sites, to provide awareness about its scientific work and training in the use of its tools and repositories of data and information in support of policy.

The JRC will continue to work closely with the other Commission services and with the corporate communication function to leverage synergies and contribute to common projects. It will pursue its advisory role on issues of dis/misinformation, behavioural sciences, science for policy and citizen engagement. It will offer contributions to corporate communication campaigns, notably the upcoming recovery corporate campaign, by identifying examples of concrete and positive contribution of science to the wellbeing of the European people. A JRC solidarity action was featured in the corporate social media campaign #EuropeDay.

As a follow up of the Artefacts exhibition in Berlin, the JRC and the Italian national science and technology museum in Milan are developing a fully Virtual Reality/Augmented Reality interactive visitor experience based on the subject of Artificial Intelligence, called YOU & AI. It will be launched before the end of 2020.

The main outputs are listed in the performance tables in Annex 1. A complete list of projects and their outputs can be found in the JRC Work Programme 2020-2021.

The European Green Deal

Given the commitment of the von der Leyen Commission to quickly deliver on its new **climate and energy ambitions**, the JRC will provide evidence for the 2030 Climate Target Plan and the new adaptation strategy by modelling the impact of current adaptation and mitigation strategies, as well as scenarios for the new climate and energy targets.

The **sustainable transition** will cover different systems (energy, transport etc) and the JRC will support policy initiatives for a number of these and for the considerable investments needed.

- The JRC will use its economic, technical and methodological expertise to support the development of a taxonomy for **sustainable investments** and new ecolabels for financial products. It will analyse the financial impacts of the taxonomy on green/brown financial assets, and the financial risks stemming from climate change.
- For **sustainable production and consumption**, the JRC will support the implementation of the new circular economy action plan with studies on technology options, best available techniques reviews, economic impact assessment and support to product, waste and raw materials policies.
- For the Farm to Fork Strategy and **sustainable food systems** the JRC will provide an analysis of sustainable and nutritious food and farming and an assessment of targets and indicators for monitoring.

- Among the policy initiatives which are important for the recovery and promote the **decabornisation of the energy system**, the JRC will provide assessments of: sector integration, interoperability and standards for the EU strategy for smart sector integration, of one-stop-shops for the renovation wave strategy, and of the latest vehicle emissions technologies and measurement devices for the strategy for **sustainable and smart mobility**.

The JRC will support policy initiatives for a **zero-pollution ambition for a toxic-free environment** with a best available techniques reference document on organic solvents and a REFIT analysis of endocrine disrupting chemicals.

Protecing and restoring **biodiversity** is an important element of the green transition and the recovery. JRC will contribute to the implementation of the EU biodiversity strategy with reports assessing the supply and demand of biomass, of the use of forest biomass for energy production, and by setting up a Knowledge Centre for Biodiversity. The Knowledge Centre for the Bioeconomy, which will contribute the reports on biomass, will launch a monitoring system on the state of the **bioeconomy**.

The **Blue Economy** can similarly contribute to the Green Deal and recovery. The JRC will contribute with a report assessing the performance of the EU economic sectors related to oceans and the coastal environment.

A Europe fit for the digital age

The major outputs for 2020 will focus on six policy areas.

- For the **European approach to Artificial Intelligence (AI)**, a report on the implementation and performance of the coordinated action plan on AI will contribute to the White Paper on AI. Techno-economic analysis of data technologies, markets and sectors will contribute to the European strategy for data.
- An analysis of legal regimes and market powers will contribute to the **Digital Services Act.**
- In support of the implementation of the **digital skills** agenda, the JRC will report case studies from the labour market on the use of DigComp (the competence framework for digital skills). It will also present a foreward-looking report on emerging technologies in support of educators.
- A JRC flagship report with multi-disciplinary socio-technical analysis of **cybersecurity** will provide evidence for the review of the directive on cybersecurity.
- The 2020 edition of the industrial investment scoreboard will inform the **new Industrial Strategy for Europe**. Several sector-based assessments will contribute to the action plans.

- Under the **digital finance** policy area, the JRC will carry out an analysis of policy options for the action plan on Fintech.

A **new Knowledge Centre on Earth Observation** for EC policies will be set up to bundle the activities for earth observation and Copernicus.

An economy that works for people

The JRC will contribute with modelling of policy options and implementation of policies on 'putting the social and the market together'[1].

For policy initiatives on **'social Europe'**, the JRC will carry out economic modelling of policy options on minimum wages (proposal for fair minimum wages for workers in the EU).

An economic analysis of the **Capital Markets Union** will provide evidence for the action plan on the Capital Markets Union.

The completion of the **Banking Union** will be supported with economic modelling of policy options (review of the Capital Requirements Directive, proposal on European Deposit Insurance Scheme, Review of the Deposit Guarantee Scheme, Review of the Bank Recovery and Resolution Directive). Closely related, the JRC will analyse policy options for the impact assessment of the Insurance Guarantee Scheme proposal.

Common shareholding has in recent years become an issue of concern as there are claims that it hampers competition. For the **review of competition policy and rules fit for the modern economy**, the JRC will carry out an analysis of common shareholding in Europe.

In support of the **'effective taxation'** agenda, the JRC will provide economic modelling of corporate tax reforms and corporate tax evasion avoidance (Communication on Business Taxation for the 21st century).

For the economic recovery, the JRC will model territorial economic impact of COVID-19 in the EU (contributing to '**Europe's moment: Repair and Prepare for the Next Generation**').

A stronger Europe in the world

The **international reach** of the EU will be promoted with two own-initiative reports on urbanisation:

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[1] COM(2020) 37 final

- the 'Atlas of the human planet 2019' which presents key human settlements and urbanisation statistics for 239 countries (1975-2015), based on satellite observation and census data in the Global Human Settlement Layer (GHSL),
- a new urban definition, based on the GHSL, will be presented for adoption to the UN Statistical Commission by the Directorates-General for Regional and Urban Policy, Eurostat and the JRC.

The JRC will contribute, with satellite and ground-based monitoring data, to a number of **global reports** (e.g. Food and Agriculture Organisation – Global Forest Assessment report 2020, report on the State of the Land and Water, National Oceanic and Atmospheric Administration (NOAA) – Global Climate Report).

An analysis of foreign direct investment (FDI) trends in EU (FDI Screening Regulation) will contribute to the proposal for '**Strengthening Europe's economic and financial sovereignty**'.

Promoting our European way of life

The JRC has a long experience in helping the EU to rapidly respond to sectoral and systemic crisis. For example, it provided reference materials and validation methods for tests for Bovine Spongiforme Encephalitis, and it carried out economic modelling for improving the resilience of the financial sector following the banking crisis of 2009. For the COVID-19 pandemic, which affects many sectors and systems, the JRC is able to pull together its competences in health, economics and data management to provide support both to short-term crisis management and to the recovery.

The major outputs in 2020 will:

- help Member States strengthen their capacity to reliably test for COVID-19. In cooperation with the Directorate-General for Health and Food Safety, the JRC will: i) establish a coordination centre for the network of EU reference laboratories, ii) provide guidelines for *in vitro* diagnostic on COVID-19 and their performance and iii) develop a control material for positive tests of COVID-19;
- help the Commission provide EU guidelines for de-escalation, by modelling the spread of the virus and the impact of different policy responses.
- help individuals take informed decisions on travels by making available a portal with the latest situation, measures and guidelines adopted to locally respond to the COVID situation in the Member States.

Continuing on health issues and European Reference Laboratories, the '**European Centre for Validation of Alternative Methods**' will issue new recommendations on alternative (to animal) tests and its annual report 2019. This will enable to both assess and make further progress on reaching the goals of various directives regulating the marketing of (safe) producs based on animal tests (e.g. the Cosmetics Directive).

In addition to the outputs related to competence frameworks under the **European Skills Agenda**, the JRC will facilitate the capacity of stakholders to assess and promote personal, social and learning to learn competences by providing a framework under the Updated Skills Agenda.

In support to 'Fostering EU's security', JRC will provide a report on the assessment of the implementation of the Directive on protecting European **Critical Infrastructure** which will inform the proposal for additional measures. It will also issue a JRC Flagship Report on cybersecurity.

JRC will support **migration policies** with reports on the net fiscal impact of migration in the EU and on EU citizens's perception on integration.

A new push for European democracy

This year's major outputs will focus largely on capacity building regarding policies dealing with better regulation and foresight, but also provide support to the European Semester.

An on-line monitoring system will be developed to assess progress toward reaching the policy objectives and completion of actions related to the implementation of the '**European gender equality strategy**'.

The JRC will contribute with methodologies, guidance and tools for the **better regulation** and its toolbox. This will include life cycle analysis, quantitative tools for impact assessments including composite indicators, the information system for sharing data on models and their use in the Commission, policy by design thinking and citizen engagement.

In cooperation with the Secretariat-General, the JRC will co-author the first **annual foresight report** and will facilitate the first rolling plan of policy initiatives which contain or will contain a strong foresight element.

Analyses of demographics, finance and policy measures of high growth enterprises will contribute to the **European Semester** Winter package Country Reports.

The JRC will contribute to the design of the **Conference on the Future of Europe** and will provide tools for the analysis of responses from the public.

A number of studies and reports will focus on the **science-policy interface**, promoting a better understanding of the dynamics involved.

specific objective 7.2: The JRC operates modern, sustainable and open research campuses

Unlike other DGs, the JRC owns and manages buildings and related infrastructure on all of its sites, except Brussels. Site management comprises all activities related to infrastructure development and maintenance, energy and water management, logistics, transport, safety, security and environmental protection. The JRC Strategy 2030 postulates 'an internationally recognised, modern, safe and secure infrastructure for the JRC, which creates a positive working environment'. Responding to this strategic goal, the JRC developed strategic site development plans, which articulate the following priorities: modern and fit-for purpose infrastructures including for office, scientific and social usage and supporting collaboration and outreach, as well as smart eco-friendly sites and efficient site services. In response to the COVID-19 pandemic, the site management will ensure all critical services (maintenance, safety and security) as well as organise the safe return to the workplace at all JRC sites.

The ongoing actions for 2020 are multi-annual projects aiming at modernising the sites of the JRC, and revamping its mission, with main outputs in 2021. Actions in 2020 will aim to make progress towards these outputs through:

- opening and outreach, covering infrastructures needed for better collaboration (e.g. 'Citizen space' (Ispra), the testbeds and demonstrators in support of the 'Living Labs for future urban eco-systems' and the engagement of local and regional entities;
- modern and fit-for-purpose infrastructures, covering office buildings (new constructions and refurbishments), as well as scientific, technical, social and ICT infrastructures, urban works, demolitions, etc.;
- a new office/research facility including 'Europol Lab' (Ispra);
- smart, eco-friendly sites, focussing on the renewal of the trigeneration plant (Ispra), installation of 600 kWp photovoltaic panels (Ispra), insulation of buildings (Ispra, Geel);
- efficient site services, covering the services and processes provided by the JRC site management services, with main outputs in 2020 being smart site access for Ispra and the revision of the 'Governance and organisation of site management services' (following the Internal Audit Service audit of 2019).

Specific objective 7.3: The Commission has appropriate capacity to manage risks related to intellectual property rights and be compliant with the rules and regulations

The EU owns many intangible assets, protected by intellectual property (IP) rights, ranging from publications to software, to technical inventions, to signs. In their daily work, Commission staff may have to use IP assets, owned by third parties. As rules on IP are not always straightforward or easy to understand, it is necessary to implement and maintain proper IP management in the European Commission, which should aim to facilitate further use of EU owned IP assets and to ensure IP compliant use of third party owned assets by Commission staff, thus contributing to a modern, high performing and sustainable European Commission. To this end, by mid-2020 the JRC will launch the corporate IT system for the management of IP of the Commission. A collaborative platform designed to help staff identify, find and manage IP assets across the institution, clarifying the conditions for their use, and avoid legal risks for the Commission. The JRC will provide legal advice and raise awareness on IP issues, and lead the IP Correspondents Network, supporting DGs and Service.

EUROPEAN COMMISSION GENERAL OBJECTIVE 1:

European Green Deal

Specific objective 1.1: The JRC progressively decommissions its disused nuclear facilities and safely disposes of its radioactive waste

Decommissioning and waste management are an integral part of the life-cycle of JRC's nuclear research facilities; they fulfil the final aim of returning the land used to a 'green-field status'. The nuclear Decommissioning and Waste Management Programme (D&WMP) of the JRC entails a complex set of specific activities and projects with related objectives. Different levels of advancement/implementation characterise the situation at the four nuclear sites of the JRC.

In Ispra, most of the nuclear facilities ceased to operate before 1999 and there is a well-established organisational structure implementing the programme. The objectives include safe conservation, pre-decommissioning, decommissioning and waste management targets covering a variety of obsolete large installations. In 2020, progress on the three main work streams will include the recovery of irradiated nuclear material, further advancement in preparing some facilities for decommissioning, and design and licensing work for waste treatment and characterisation facilities. In Karlsruhe, the ongoing actions mainly include addressing legacy items: irradiated fuels, low-level waste and glove boxes. Progress will include further preparation for removal of glove boxes and increasing amount of low-level waste characterised. In Petten, an important goal for 2020 will be to transfer the ownership of a spent fuel batch to a Dutch operator (Nuclear Research and Consultancy group). In Geel, an inventory of nuclear material will be completed and various obsolete pieces of equipment will be removed.

Specific objective 1.2: Establish links and tools for nuclear decommissioning knowledge sharing and dissemination with stakeholders in the Member States

Knowledge sharing for decommissioning and waste management is one of the two pillars foreseen in the Commission proposal for a spending programme 'Decommissioning of Nuclear Facilities and Management of Radioactive Waste' under the new Multiannual Financial Framework 2021-2027. The main activities for 2020 will be to define a concept for the dissemination and sharing of good practices and experiences among Member States, in view of its operational implementation.

PART 2. Modernising the administration: main outputs for the year

The JRC's priorities for 2020 include a number of initiatives and projects which will contribute to further modernise the administration. However, the COVID-19 virus crisis has overshadowed the activities of the organisation. In the area of human resources management, in addition to talent management and career development programmes, a considerable effort is being devoted to help and guide staff through the crisis. The financial operations had to deal with the direct impact of the crisis and show flexibility while fully respecting the principles of the sound financial management.

During 2020, the JRC will revise its anti-fraud strategy (AFS) in accordance with the new Commission AFS (CAFS).

The internal control framework[2] supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and that they are reduced to acceptable levels through cost-effective controls. The JRC has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of JRC's internal control system will be assessed on an ongoing basis throughout the year together with a specific annual assessment covering all internal control principles.

A. Human resource management

In support of its business operations, the JRC aims to recruit, train, motivate and retain highly qualified staff so that the effective and efficient operation of the DG as well as the promotion of equal opportunities can be ensured. Building on the 'people chapter' of its long-term strategy 2030, the JRC will align its local HR strategy with the overall corporate strategy to ensure the effective management of human resources.

Following the unpredictable circumstances caused by the COVID-19 pandemic, the JRC has been devoting considerable efforts to help and guide staff and their line managers during the confinement period. Specific focus has been put on swift and transparent communication, ergonomic assistance, psychosocial well-being, management of remote teams and on-line training. In line with the corporate de-confinement action plan, further customised support measures will be developed in the framework of a JRC specific 'return to the workplace strategy' to facilitate the transition to a gradual 'new normal'.

Despite the challenging context, the JRC will continue developing its talent management and career development programmes to cover strategically important competence areas throughout 2020. It is expected that the new programmes will be launched in 2021. To reach the targets of first female appointments to middle management posititions, the JRC

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[2] Communication C(2017)2373 - Revision of the Internal Control Framework

will also further engage in the promotion of management careers amongst its female AD population.

To enhance the positive trend in staff engagement and underpin the high levels of staff well-being, the ongoing follow-up of the last staff opinion survey will be completed in 2020 and supported by a communication campagain with a 'you said – we did' approach. Finally, leadership development opportunities for the JRC managers will continue to be promoted, helping them engage with staff by supporting their development and be sensitive to their well-being.

The dedicated instruments for attracting new talent and new ideas (Exploratory Research, Centre for Advance Studies, Collaborative Doctoral Partnerships) intends to increase the number of positions for suitable candidates at PhD level as compared to 2019; however, there are some uncertainties in the actual numbers due to the COVID-19 pandemic.

B. Sound financial management

The impact of the COVID-19 virus overshadows all other contributing factors towards meeting the targets for 2020. In line with the Member States directives and preventive measures, the 'lockdown' of personnel started at the JRC main site in Ispra (Italy) and extended to the other sites. This has meant that all 'non-critical' functions are carried out by teleworking.

This has had a direct impact on efficiency as follows:

- working from home may include the use of personal computers with related additional security access implications (low impact),
- delays to inspection and approval of delivered supplies and subsequent payment delays (low to medium impact for supplies).

It is also the reason for a small number of high-value payment requests on partial deliveries unforeseen by the relevant contract. These are being treated with full flexibility in line with the instructions from Directorate-General for Budget.

Overall, the business continuity plan foreseen is working well and the procurement and contract management sectors are working broadly as before the crisis, albeit with increased pressures on those involved.

Notwithstanding the above, 2020 will see a multi-faceted approach to implement a number of initiatives delivering real economy and efficiency gains.

A review will take place to see if it is possible to reflect the very different level of risks in the burden of the associated administrative controls. This may require an updating of the JRC financial circuits or simplification measures adopted by the JRC process owners, focusing first on the 20 000 payments processed annually. An assessement of the

sampling methodology will also be performed, to estimate how this might be developed to cater for JRC specificities.

The e-procurement programme, for which the JRC is business domain owner, will be further developed to ensure that maximum benefit is derived from digitalisation of the procurement preparation phase, for example integration with e-Notices allowing automatic *ex ante* publicity which will be made mandatory for larger calls for tender.

The use of electronic signatures will increase and, following a request of the Directorate-General for Informatics, a new IT solution will be piloted to enabling 'cardless' signing.

Operational agents will receive an enhanced and prescriptive formal training package on finance and procurement and a proposal will be made that they demonstrate this capacity. A new '*Vade Mecum*' is to be developed on contractual aspects that will form a crucial part of this training process.

C. Fraud risk management

Fighting fraud is a top priority for the JRC since 2012. Anti-fraud strategies and related action plans have been designed, implemented and assessed in order to ensure a 'zero-tolerance-approach'. Therefore, anti-fraud is not a new concept for the JRC and ethics and integrity values are central for the JRC Strategy 2030. Furthermore, the JRC provides technical and scientific support to other Commission DGs in their fight against fraud.

The current JRC anti-fraud strategy (2017) is accompanied by an action plan covering 2018 to 2020, which has been evaluated with an evidence-based approach: for each objective and action, results and efforts have been carefully analysed by measuring output, outcome and impact. As a result, the JRC reinforced its anti-fraud component in its business processes and raised awareness among staff through training sessions and by implementing scientific integrity strategy actions. Following the reorganisation of ethics responsibilities at European Commission corporate level, internal and external roles and tasks have been clarified in order to enhance cooperation. In addition, each JRC process has been assessed on possible fraud risks as part of the annual risk assessment exercise.

During 2020, the JRC will revise its anti-fraud strategy in accordance with the new Commission AFS (CAFS) focusing on the CAFS two prioritised objectives: 'data collection and analysis' and 'coordination, cooperation and processes'. Internally, the aim is to achieve a fully-fledged governance structure with clear roles and defined methodology for data analysis and information exchanges covering both financial and non-financial aspects. Tailored trainings will be provided in order to further reinforce the first line of defence, our staff. The JRC 'Scientific integrity and research ethics' framework is being reinforced. A new set of guidelines and tools for responsible conduct of research will be adopted and embedded into the scientific project management cycle. A new research ethics board will be set up to provide guidance on, and assess, responsible research in scientific projects. Externally, the JRC will participate in specific OLAF subgroups, providing its experience in

data analysis and indicators definition, especially in the context of research, trainings, and management system integration.

D. Digital transformation and information management

The JRC will pursue four main lines of activities: i) further development of the e-procurement solutions, ii) implementation of the ICT architecture, iii) implementation of the JRC's part of the Information Management Steering Board (IMSB) Work Programme 2020-2021, iv) implementation of data protection rules.

The JRC is the business owner for e-procurement. The new e-procurement corporate solution currently being built and already partially in production is based on the proven practices and solid architecture of eGrants. The solution aims to be fully integrated, automated and paperless, covering the whole e-procurement end-to-end process, with a high user experience and full integration with the financial and accounting processes. In 2020, the focus will be on the pre-contracting support for compliance track (with support for the stages of preparation, submission, evaluation, awarding for the most commonly used market procedures above threshold). The solution will be basic evaluation and awarding functionalities and there will be no automated link with contract management yet.

A future-proof, end-to-end **ICT architecture** will be implemented that defines capabilities aligned to business needs and supports the JRC 2030 strategy. This architecture addresses the multiple challenging needs for a cost effective, fit for purpose, secure and well-coordinated ICT environment. A number of projects were defined and in 2020 concrete results are expected for an improved security of the JRC network (reinforced system security evaluations, consolidation of existing specific JRC networks, design of a specific JRC network), the availability of an application development platform, and sharing and collaboration services (design/deploy a videoconferencing solution tailored to the specific needs of the JRC).

The JRC will contribute to the implementation of the **Information Management Steering Board** (IMSB) Work Programme 2020-2021. The JRC is the service leading the actions on Data Advisory and Data Catalogue. Continued efforts will be done in ensure more coherent data management within the DG. Furthermore, the JRC will play a leading role in enhancing Country Knowledge and scaling up the One-Stop-Shop for collaboration. Last but not least, it will promote professionalisation in Knowledge Management, in collaboration with the SG's Policymaking Hub.

The JRC strives to ensure rigorous implementation of the **data protection** rules. In 2020, an awareness raising campaign, that already started in 2018 by the JRC Data Protection Coordinator (DPC), will continue in 2020. This year, the DPC will reach out targeting the JRC senior management through direct presentations.

In order to further promote **e-learning** across the Commission, a modern Commission-wide platform ('EU Academy') is being developed and a prototype will be delivered in 2020.

E. Sound environmental management

In line with the implementation of the JRC strategic site development plans and the corporate EC EMAS strategy, the JRC will further pursue its multi-annual programmes, seeking to reduce energy consumption through efficiency measures, such as by substituting fossil energy sources with renewable ones, and promoting sustainable transport.

In particular, the JRC will:

— continue its programmed actions regarding the thermal insulation of buildings, as part of general upgrades (refurbishments) at the Ispra, Geel, Petten and Karlsruhe sites,
— increase the photovoltaic energy production in Ispra,
— assess, and possibly reduce, high energy loads in Ispra laboratories,
— continue substituting parts of the Ispra service car fleet with e-cars,
— promote sustainable mobility on Ispra site by providing more pedestrian and cycle paths,
— timely implement the study for the Commission to become climate neutral by 2030, following its approval (foreseen in the course of the 2nd semester 2020),
— set up a monitoring and reporting system for data on Green Public Procurement.

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

As noted above, it is JRC's prime objective to retain existing and effective control measures whilst applying new methodologies, such as use of the digital (rather than 'blue ink') signature or the acceptance of digitalised media.

In order to pursue the President's objective for the entry of the Commission into the digital age, the JRC is active at an inter-institutional level. It is currently working for an initiative by the European Parliament and alongside Directorate-General for Informatics to make a draft proposal for a regulation on digitalisation, both within the institutions themselves, between bodies as well as with external actors. A draft proposal is expected in 2020.

Another major strand for the adoption of digital techniques will be the integration of the 'e-procurement programme solution for preparation' (the JRC's Public Procurement Management Tool, PPMT) into the target architecture, where the main focus will be modules needed in support of other e-procurement work packages. Many enhanced features will be introduced including PPMT support to ex ante publicity in eTendering, a new nominations module and support for the awarding process.

The JRC recently defined a new internal audit strategy, which is in line with the ISO standards. It aims to assess both compliance aspects and the performance of processes, identify opportunities for improvement and spread good practices within the organisation. During 2020, this strategy will be implemented and it should lead to a reduction in the overall efforts involved, with a lower number of audits and less audit days for auditees and auditors.

The reporting of exceptions and non-compliance events will be streamlined through improved integration of the internal control framework and the JRC integrated management system in order to save time and resources for the reporting. This will also make the reporting of non-financial exceptions and events more complete, thus simplifying the annual assessment of internal control.

A common framework for scientific project management across the JRC will be launched, together with guidance and training. The aim is to reduce inefficiencies due to the use of different approaches and methodologies, improve clarity and promote the one-JRC approach.

ANNEX: Performance tables

Part 1. Delivering on the Commission's priorities

General objective 7: A modern, high performing and sustainable European Commission		
Specific objective 7.1: *To support evidence-informed policymaking through creating and managing high-quality and fit-for-purpose scientific knowledge*	*Related to spending programme(s) H2020, EURATOM*	
Main outputs in 2020:		
New policy initiatives		
Output[3]	**Indicator**	**Target**
Related to GO1 – European Green Deal		
Climate change impacts and adaptation in Europe (New EU Strategy on Adaptation to Climate Change and 2030 Climate Target Plan)	Publication	Q1
Towards net-zero emissions in the EU energy system by 2050: Insights from scenarios in line with the 2030 and 2050 ambitions of the European green deal (2030 Climate target Plan)	Acceptance by customer DG	Q2
Study on the methodologies for taxonomy for sustainable investments, new ecolabels (Sustainable finance agenda)	Acceptance by customer DG	Q3
Analysis of the financial impacts of the taxonomy on green/brown financial assets, and on financial risks stemming from climate change (Sustainable finance agenda)	Acceptance by customer DG	Q3
Assessment of the balance between supply and demand of rare earth elements for industrial value chains of low carbon technologies (Critical Raw materials Initiative –Circular Economy Action Plan)	Acceptance by customer DG	Q4
Projected freshwater needs of the energy sector in the European Union and the UK (EU strategy for smart energy sector integration)	Acceptance by customer DG	Q2
Assessment of sector integration, interoperability and standardisation, impacts on markets (EU strategy for smart energy sector integration)	Acceptance by customer DG	Q2
One-Stop Shops for building renovation (Renovation Wave)	Publication	Q3
Study on the assessment of connected, coordinated and autonomous mobility (CCAM) and standard setting for CO2 emissions reduction from cars (Strategy for sustainable and smart mobility).	Acceptance by customer DG	Q4

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[3] The items marked with highlight JRC contributions to new policy initiatives; they are not policy initiatives of the JRC.

Review of the uncertainty margin for vehicle emission on-road measurement with Portable Emission Measurement Systems (Strategy for Sustainable and Smart Mobility)	Acceptance by customer DG	Q1
Assessment of emissions performance of latest generation of conventional vehicles as input to the process for the development of post-Euro 6/VI emission standards (Strategy for Sustainable and Smart Mobility, EURO7 standards)	Acceptance by customer DG	Q4

Evaluations and fitness checks

Fitness Check related to Endocrine Disruptors	Commission Staff Working Document published	Q2

Related to GO2 – A Europe fit for the digital age

Monitoring the implementation and performance of the Coordinated Action Plan on AI (White Paper on AI)	Acceptance by customer DG	Q1
Governance of European Data Spaces; B2G and B2B data sharing (European Data Strategy)	Acceptance by customer DG	Q2
Modernising liability rules for digital service providers (Digital Services Act)	Acceptance by customer DG	Q4
Ex ante regulation of platforms with gatekeeper positions (Digital Services Act)	Acceptance by customer DG	Q4
Contributions to several sectoral initiatives and action plans (e.g. cybersecurity, energy-intensive industries, space applications) (New industrial strategy for Europe)	Acceptance by customer DG	Q1
2020 EU industrial R&D investment scoreboard (European green deal and new industrial strategy for Europe)	Publication	Q4

Related to GO3 – An Economy that works for people

Economic modelling of policy options on minimum wages (forthcoming Commission proposal for fair minimum wages for workers in the EU)	Acceptance by customer DG	Q4
Modelling of policy options to implement and complement the Banking Union (Proposal on European Deposit Insurance Scheme, Review of the Deposit Guarantee Scheme, Review of the Bank Recovery and Resolution Directive)	Acceptance by customer DG	Q4
Analysis of policy options for Insurance guarantee schemes (Impact assessment to the Insurance guarantee scheme proposal)	Acceptance by customer DG	Q3
Study on the economic modelling of policy options (Review of the capital requirements legislation)	Acceptance by customer DG	Q2
Study on the economic modelling of tax reforms and tax evasion (Business taxation for the 21st century)	Acceptance by customer DG	Q2
Do big funds own EU economy? Analysis of common shareholding in Europe (Review of Competition policy and rules fit for the modern economy)	Acceptance by customer DG	Q4

📑 The territorial economic impact of COVID-19 in the EU. A Rhomolo analysis (Europe's moment: repair and prepare for the next generation)	Acceptance by customer DG	Q2

Related to GO6 – A new push for European Democracy

📑 European Gender Equality Strategy on-line monitoring system	The system is operational	Q1
📑 2020 annual strategic foresight report (drafting in collaboration with SG)	Adoption	Q2

External communication actions

Launch of the Knowledge Centre for Biodiversity (contribution to implementing the Biodiversity Strategy 2030)	Launch event	Q4
Launch of the EC Knowledge Centre on Earth Observation for EU Policies	Launch event	Q4
EU bioeconomy monitoring system – pilot launch	Launch event	Q4
Atlas of the Human Planet 2019	Launch event	Q1
European Handbook for SDG Voluntary Local Reviews	Launch event	Q1
YOU & AI exhibition	Launch event	Q4
3 Euronews Futuris episodes on science for policymaking	Broadcasts	Q2, Q3, Q4
Newsletters (JRC monthly newsletter, Commissioner's monthly update, Science Flash For You national newsletters)	Number of issues	100

Other important outputs

Research Ethics Board	Set up	Q1
Editorial Review Board	Set up	Q3
Common Framework for the management of scientific projects	Implementation	Q3
Analysis of the scientific performance of JRC 2014-2018, and its impact on traditional and alternative media	Report	Q2

Related to GO1 – European Green Deal

Handbook of sustainable urban development strategies (joint initiative DG REGIO-JRC)	Publication	Q1
Analysis of sustainable and nutritious food and farming; assessment of targets and indicators for the needs of monitoring (implementation of the Farm to Fork strategy)	Acceptance by customer DG	Q3
Harmonisation at global level of test procedures for the type approval of vehicles (global technical regulation on real driving emissions, worldwide harmonised test procedure for light duty vehicles and methodology to measure particles emitted by internal combustion engine including particles smaller than 23 nm)	Acceptance by customer DG	Q2
Best available techniques reference document on organic solvents	Publication	Q3

Foresight study on 'Farmers of the future'	Publication	Q4
Report on the sustainability of the use of forest biomass for energy production – Consolidated biomass report (contribution to the implementation of the EU Biodiversity Strategy)	Acceptance by customer DG	Q4
Bioeconomy monitoring system (implementation of EU bioeconomy strategy)	System is operational	Q4
Blue economy report – Systematic analysis and documentation of the status and trends of marine and maritime sectors and activities	Acceptance by customer DG	Q2
Related to GO2 – A Europe fit for the digital age		
Emerging technologies in support of educators: How might technologies of tomorrow impact the teaching profession?	Publication	Q2
DigComp at Work: The EU's digital competence framework in action on the labour market: a selection of case studies	Publication	Q1
Understanding and Managing Industrial Transitions - Synthesis Report on outcomes of JRC Working Group (A new industrial strategy for Europe)	Acceptance by customer DG	Q4
Background studies on policy issues in fintech and digital assets (Action plan on Fintech)	Acceptance by customer DG	Q4
Report on the dual-use R&D projects funded under Horizon 2020	Acceptance by customer DG	Q2
Critical Raw Materials for Strategic Technologies and Sectors in the EU – A Foresight Study (accompanying the Communication on Critial Raw Materials Resilience)	Publication	Q3
Cybersecurity- our digital anchor	Publication	Q2
Related to GO3 – An Economy that works for people		
Moving towards fairer regional minimum income schemes in Spain	Acceptance by customer DG	Q2
Economic analysis of the capital markets union (Action plan on the capital markets union)	Acceptance by customer DG	Q3
Modelling for the implementation of the stability and growth pact and European Economic Forecasts	Acceptance by customer DG	Q2
Shifting the Tax Burden away from Labour towards Inheritances and Gifts in Germany (ECFIN Economic Brief)	Publication	Q4
Do EU fiscal rules support counter-cyclical fiscal policy?	Publicaton	Q1
Tax proximity and regionalism – third country effects in bilateral foreign direct investments (FDI)	Publication	Q2
Trapped in inactivity? The Austrian social assistance reform in 2019 and its impact on labour supply	Publication	Q2
Related to GO4 – A stronger Europe in the world		
New urban definition based on GHSL data presented for adoption to the	UN adoption	Q1

UN Statistical Commission by DG REGIO, ESTAT, JRC		
Atlas of the Human Planet 2019: New urban definition based on GHSL data (presented for adoption to the UN Statistical Commission by REGIO, ESTAT, JRC)	Publication	Q1
Assessments of Forest and water resources, state of land and water report, land productivity dynamics (contribution to FAO reports)	Publication	Q3
Analysis of FDI trends in EU (implementation of the FDI screening Regulation)	Acceptance by customer DG	Q1
Related to GO5 – Promoting our European Way of Life		
Establishment of a coordination centre for the network of EU reference laboratories for COVID-19	Network is activated	Q2
COVID-19 de-escalation modelling report	Acceptance by customer DG	Q2
Re-open EU (Tourism and transport in 2020 and beyong) – Information platform	Operational	Q2
Behavioural changes and employment effects in Tourism after Covid-19	Acceptance by customer DG	Q3
Control material for positive tests of COVID-19	Available for distribution	Q2
Review of performance assessment studies of test methods and devices for COVID-19 (Guidelines on COVID-19 in vitro diagnostic tests and their performance)	Pulibcation	Q2
Food procurement in schools	Acceptance by customer DG	Q2
EURL ECVAM Recommendations on non-animal-derived antibodies	Adoption	Q2
EURL ECVAM Status Report 2020	Publication	Q2
LifeComp: European framework for Personal, Social and Learning to Learn Competence	Acceptance by customer DG	Q2
Report on the assessment of the implementation of the Directive for critical infrastructure protection	Acceptance by customer DG	Q2
Projecting the net fiscal impact of migration in the EU	Publication	Q2
EU citizens's perception on integration	Publication	Q2
Related to GO6 – A new push for European Democracy		
Conference of the Future of Europe: tools for data analysis	Operational	Q1
Analyses of demographics, finance and policy measures of high growth enterprises (European Semester Winter package Country Reports)	Acceptance by customer DG	Q1
Understanding digital influence on political behaviour	Acceptance by customer DG	Q4
The Science of Values and Identity in the Political Process	Acceptance by customer DG	Q4
'Science and Evidence in the Policy Ecosystem' Handbook	Publication	Q3

Specific objective 7.2: The JRC operates modern, sustainable and open research campuses		Related to spending programme(s) H2020, EURATOM
Main outputs in 2020:		
Output	**Indicator**	**Target**
Ispra: Renewal of tri-generation plant	Progress as planned	Technical assistance and design completed
Ispra: Construction of the INS3L facility (Ispra Nuclear Safeguards, Security and Standardisation Laboratory)	Signature of contract	Q4
Ispra: Upgrade of the electrical plant	% completion	100%
Ispra: Renovation of the sewage system	Urgent repairs executed	100%
Karlsruhe: construction of nuclear facility 'Wing M' including hot laboratories	Progress as planned	Progress with the installation of technical infrastructures
Petten: Construction of a new Site Access and Security Centre	Progress as planned	Contract award – start of construction.
Seville: Preparatory work for a new office building	Progress as planned	Technical documentation to define functional and spatial needs of the JRC Seville, and describing the urban and social environment.

Specific objective 7.3: The Commission has appropriate capacity to manage risks related to intellectual property (IP) rights and be compliant with the rules and regulations		Related to spending programme(s) H2020, EURATOM
Main outputs in 2020:		
Output	**Indicator**	**Target**
Launch of a corporate IT system for the management of Intellectual Property of the Commission.	System accessible for all Commission staff.	A stable system available to all Commission staff by Q2
Ensuring uptake of the system.	Number of DGs that uploaded IP assets.	80% of all DG's and Services having introduced at least 3 IP assets that require management. The portfolio of brands and technical inventions handled by the JRC, software and datasets that have been identified (in the survey) should be imported.
Raising awareness on Intellectual Property (IP) with Commission staff.	Number of staff trained. New guidelines uploaded on IP website.	Maintain at least 2019 results Two new sets of guidelines by the end of 2020
Draft an IP software policy for the Commission in close cooperation with DG DIGIT.	Delivery of a draft software policy Launch of the interservice group	Q4 Q3

General objective 1: the European Green Deal		
Specific objective 1.1: *The JRC progressively decommissions its disused nuclear facilities and safely disposes of its radioactive waste*		*Related to spending programme(s) EURATOM*
Main outputs in 2020:		
Output	**Indicator**	**Target**
Recovery of dispersed irradiated nuclear material and transfer to INE facility at JRC Ispra	% completion	100% irradiated nuclear material collected in INE
Inventory of nuclear material and flagging for future evacuation at JRC Geel	Inventory established	Q4
Removal of commercial spent fuel not owned by JRC and not used for research at JRC Karlsruhe	Spent fuel transport to utility	Q2
Transfer of ownership and liability of TRABANT spent fuel to NRG at JRC Petten	Contractual arrangement with NRG finalized;	Q4
Reduce thoron emissions from hot cells at JRC Karlsruhe	% reduction	70%
Update declaration of LLW legacy packages at JRC Karlsruhe	% updated waste package declarations	60%
Characterisation of obsolete equipment and glove boxes at JRC Geel	% Clearance and characterisation measurements	100 %
Post-operational cleanup of internal gloveboxes in the LCSR hot cells at JRC Ispra	% completion	50%
Principal Cyclotron components dismantled and prepared for donation at JRC Ispra	% completion	100%
Implementing licensing and authorisation process for decommissioning of ESSOR reactor at JRC Ispra	Environmental Impact Assessment document filed for the INE plant	Q2
Design of electromechanical equipment for new grouting station at JRC Ispra	% completion	30%
Supercompaction treatment of waste at JRC Ispra	First Operational Plan approved by Safety Authority	Q2
	Preparation of the first batch of historical waste for supercompaction	Q4
Retrieval facility for bituminised waste drums at JRC Ispra	Contract amendment to allow continuation signed and on-site civil work started	Q4
Transfer and storage of waste to Interim Storage Facility (ISF) at JRC Ispra	Licence modification for storage of unconditioned Very Low Level Waste approved by the Authority	Q4
Facility for glove box emptying and decontamination at JRC Karlsruhe	7 glove boxes transferred to caisson	Q4
Committment and payment of annual quota for KONRAD repository as determined by German Federal Ministry (variable yearly amount) at JRC Karlsruhe	100% of 2020 contribution paid	Q3

Specific objective 1.2: Establish links and tools for nuclear decommissioning knowledge sharing and dissemination with stakeholders in the Member States	Related to spending programme(s) EURATOM	
Main outputs in 2020:		
Output	**Indicator**	**Target**
Preliminary concept for a knowledge dissemination centre	Concept finalised for adoption in 2021	Q4

Part 2. Modernising the administration

A. Human resource management

Objective: The JRC employs a competent and engaged workforce and contrinbutes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business		
Main outputs in 2020:		
Output	**Indicator**	**Target**
1. Improving female representation in middle management		
Promotion of female representation in middle management	Number of first female appointments to middle management posititions	11 additional first female appointments by 2022 (SEC(2020)146)
	Number of internal female candidates applying for middle-management positions	At least 1 female applicant per middle management vacancy
	Number of awareness-raising activities to improve female representation in middle management	At least 2 activities
2. Enhancing staff engagement		
Completion of follow-up on staff opinion survey 2018	Full implementation of action plan adopted in 2019	Q4
Revamped staff mobility package	Revision and update of staff mobility package	Q4
Staff guidance and support during Coronavirus crisis (confinement and de-confinement phases)	Overall satisfaction rate with JRC-specific communication and guidance	> 75%
Relaunch of local talent management programme	Revision of last programme and launch of a new call	Q4
Development of staff in Deputy Heads of Unit and team leaders positions	Number of participants in targeted events (trainings, workshops)	> 30 participatns
	Satisfaction rate	> 75%
3. Attracting and retaining competent scientific staff		
Applications recived for positions in Exploratory Research and Centre For Advanced Studies	Total number of applicant to a ER/CAS job position divided by the number of vacancies (under the programmes ER/CAS)	15 (ER), 20 (CAS)

Doctoral students pursue their PhD at JRC in cooperation with academic institutions	Number of doctoral students co-supervised by the JRC through the CDP scheme	10

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2020:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
	Proportion of exceptions	Remains < 1 % of number of transactions
	Share of procurement procedures receiving a positive opinion from the Public Procurement Advisory Group (PPAG)	Remains ≥ 95 % screened by PPAG
Efficient controls	Time-to-pay	Percentage of individual payments made within legal time limits (remains ≥ 93%)
Economical controls	Overall estimated cost of controls	Remains <6% of funds managed
	Cost of supervisory measures (ex-post controls)	Remains < 0.4 % of ex-post value controlled

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF)[4] aimed at the prevention, detection and correction[5] of fraud

Main outputs in 2020:

Output	Indicator	Target
Update of the JRC AFS, on the basis of a fraud risk assessment and in line with the relevant methodology provided by OLAF (Strategic Plan mandatory objective)	JRC AFS approved	Q4
Awareness-raising in the area of anti-fraud and ethics	Ethical climate rating (based on Internal Control implementation survey results)	4/5
Staff awareness on anti fraud measures (Strategic Plan mandatory objective)	Fraud awareness raising among target populations	100% of target population reached
Scientific integrity awareness among the staff	Ethics review board set up	Q2
	Ethics reviews embedded in the scientific project management guidance	Q4
	Scientific integrity integrated in the JRC anti-fraud strategy	Q4
Implementation of the actions included in the DG's AFS(s) (Strategic Plan mandatory objective)	Degree of implementation of action plan (2020-2022) in the JRC anti-fraud strategy	100% actions planned for 2020
Possible fraud risks assessed per process	Percentage of JRC processes assessed on risk of fraud	100%
Contribute to the strategic monitoring of the Commission's anti-fraud activities through reporting on the follow-up of the financial recommendations issued by OLAF	% recommendation implemented	100%

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[4] Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

[5] Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

D. Digital transformation and information management

Objective: The JRC is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission	

Main outputs in 2020:

Output	Indicator	Target
e-procurement: pre-contracting support for compliance track	Availability of basic evaluation and awarding functionalities	Q3
Implementation of specific actions contributing to the implementation of the JRC ICT architecture	Improved security, application development platform, sharing and collaboration services	Q4
Data Advisory Service	Initial web presence for the Data Advisory service established	Q2
Pilot EC-wide data catalogue	A first pilot of the EC Data Catalogue established	Q4
JRC data repository	First pilot of a JRC data repository established	Q4
Enhancing country knowledge:	Active communities of practice in place; delivery of training for community managers	Q4
One-Stop_Shop for Collaboration	Delivery of consultancy services to departments	Q4
Training and capacity building for scientists and policymakers	Delivery of training sessions (number of events, participants)	Q4
Management of KM IT Platforms	Availabilty of Connected; availability of the Knowledge4Policy Platform	Q4
Awareness raising activities on data protection compliance among senior management	Percentage of staff reached by the awareness raising activities	100%
EU academy: a platform for e-learning courses in the Commission	Prototype delivered	Q4

E. Sound environmental management

Objective: The JRC takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work	

Main results and outputs in 2020:

Output	Indicator	Target
Geel: Installation of water monitoring systems to control abnormal water consumption of the various water purifier systems	% completion	100%
Geel: Replacement of plastic cups by bio-degradable ones at the water	% completion	100%
Ispra: Photovoltaic energy	Installed capacity (kWp)	+ 170 kWp (741 kWp already installed)

Ispra: Electrification of service car fleet	Number of e-cars added to car fleet	15
Seville: Sustainable mobility	Pilot project – electrical bicycles	1 charger point
Seville: Progressively eliminate plastics for single use items in the events organized by JRC Seville, replacing them by environmentally friendly options.	100%	Q4